WORKFORCE PLANNING AND DEVELOPMENT

CONTINUITY OF OPERATIONS • RECRUITMENT • ENGAGEMENT • RETENTION • DEVELOPMENT

AGENCY PROFILE

INSTRUCTIONAL GUIDE

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1.0 Workforce Planning Background

In 2017, the Virginia General Assembly created a legislative mandate (§ 2.2-1209. Agency director human resource training and agency succession planning) which requires the director of each agency in the executive branch of state government include in the agency's annual strategic plan its key workforce planning issues. DHRM's charge is to establish guidelines for the content of such workforce and succession plans.

Since then, DHRM has provided various tools and an Excel based Workforce Planning and Development report template to guide agencies on what workforce planning information to evaluate and include.

In 2022, DHRM has focused on realigning the strategy to workforce planning that incorporates a more holistic approach and focuses on the areas of continuity of operations, recruitment, retention/engagement, and workforce development. DHRM is developing tools and templates using a modular design approach, which enables DHRM to build a suite of integrated and customizable workforce planning tools for agencies.

2.0 Agency Profile Template

As part of the modular design approach, DHRM has created an Agency Profile Template, which is the starting point for the workforce planning process. This template collects general agency and workforce information that is used in conjunction with other tools and can be directly imported into other tools without having to re-enter data.

The Agency Profile allows the agency to customize elements of their workforce planning strategy and outlines how Agencies can go beyond a foundational level of workforce planning, to an in-depth and even comprehensive level of workforce planning.

Though it is based in Microsoft Excel, it is not designed as a traditional workbook or worksheet. The template is organized by grouping key information on various tabs, indicated at the bottom of the template, which builds upon previous tabs.

- **Home** - The Home tab is a central place for users to navigate to the different tabs, track their progress of each step, and to see what version of the template is being used.
- **Getting Started** – The Getting Started tab reviews important features, setup, and instructions for using this template to its full potential. ***It is highly encouraged for users to review this tab.***
- **Customizations** – The Customizations tab identifies aspects of the workforce planning tools and templates that can be customized to the specific agency, such as employee classifications and executive team positions.
- **Sub Agency & Internal Tool and Internal Plan Review** – These are optional tabs to customize the setup of the Sub-Agency, Internal Department, or Internal Team Input tool to support the workforce planning process. ***Initially hidden until the tool is enabled.***
- **Agency Details** – The Agency Details tab identifies general agency information, such as name, secretariat, number, total positions (overall, leaders, and executives), and strategic plan information. Though some data elements are optional, they may be required to utilize other tools or templates.
- **Agency Workforce** – The Agency Workforce tab identifies the workforce demographic information for employees, leaders, and executives at the agency.
- **Profile Summary** – The Profile Summary Tab provides a brief workforce insights summary of the agency profile, with filters between fiscal years. The workforce insights summary can also be exported as a standalone PDF if desired or can be formatted and exported as an Appendix to the Agency Workforce Plan.

The template also uses a series of Excel Macros, specific procedures that can automate processes, to increase the template's functionality and ease of use. Macros must be enabled in order to use these functions. However, the template is also designed so that it can be used without Marcos if an agency wishes, but would requires some manually steps when completing specific sections. More information on the design on the template are reviewed in the "Getting Started Tab" section.

3.0 Workforce Planning Data Definitions

The Agency Profile begins the Workforce Planning and Development process at the Agency. To promote alignment, definitions for specific data metrics are outlined in the Workforce Planning Data Definitions document on the DHRM Website.

The Agency Profile includes data elements defined in both the General Definitions and Agency Profile Template sections of the data definitions document.

Please review the data definitions document for specific definitions as needed.

4.0 Tab Guides

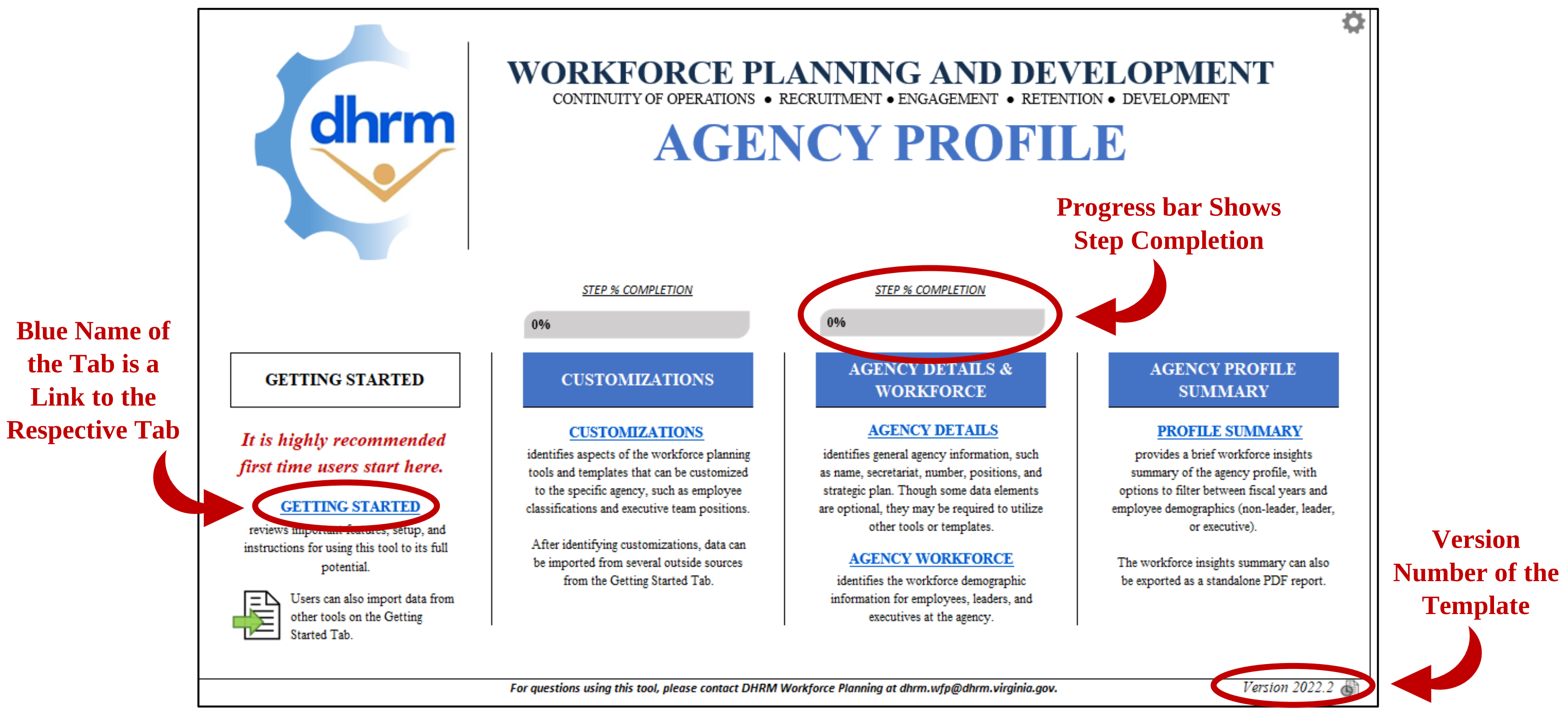
The Agency Profile template is divided into several tabs that house similar information. It is recommended for users to progress through the tabs from left to right, beginning with the Home Tab.

Home Tab

The Home tab is a central place for users to see a description of and navigate to the different tabs, track their progress of each step, and to see what version of the template is being used. The version number is located in the bottom right corner of the home tab, and is represented by the icon.

Each of the tab names, highlighted in blue, are hyperlinks to the tabs. Click on any of the names to navigate to the respective tab.

To being using the template, click on the "Getting Started" Tab name in blue.



Getting Started Tab

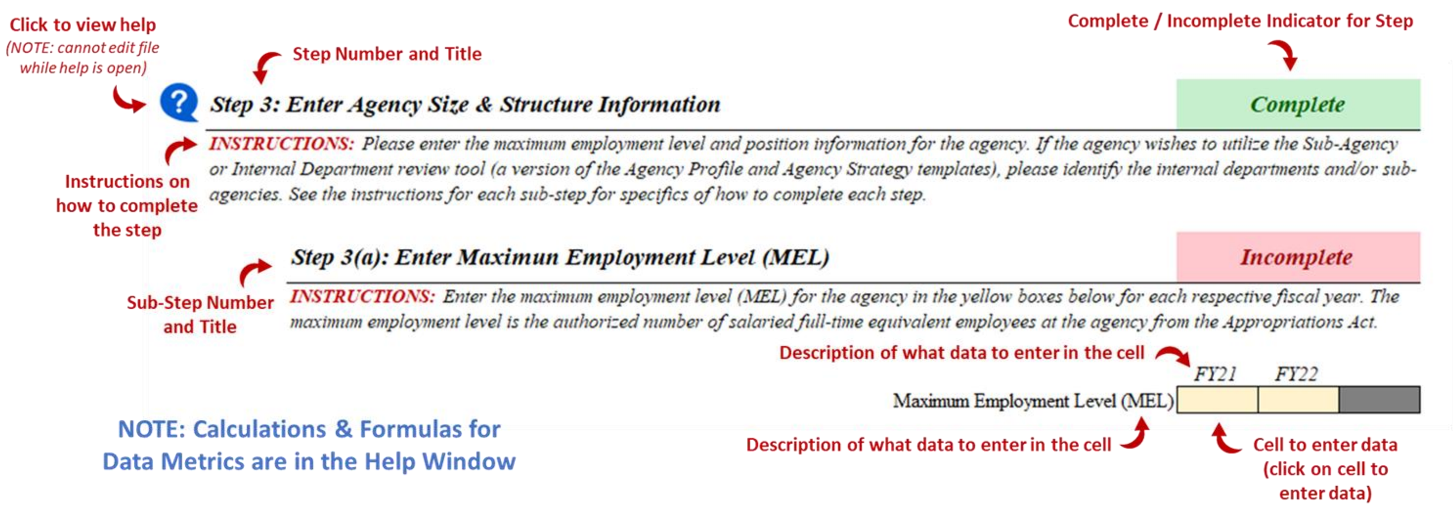
The Getting Started tab reviews important features, overall setup, and some instructions on how to begin using the Agency Profile Plan template. Though it is not required to review, **it is highly recommended users spend time to review this information.**

The tab begins with a quick overview and description of the contents.

Step 1: Review Overall Setup

The Getting Started tab provides a breakdown of the overall setup for the remaining tabs. Each tab follows the general setup of having the step number and title on the left hand side, a set of instructions underneath, and the required data to be entered labeled (either above or to the left).

Cells with a yellow background indicate required information to be entered and cells with a green background are optional. Once all the required information is entered, the step indicator will change from **Incomplete** to **Complete**.

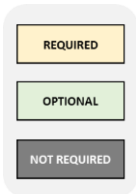


Some steps may include sub steps, indicated by the step number and letters slightly indented from the left.

Step 2: Review Important Features of This Tool

The Getting Started tab provides a breakdown of the important features of the template, used to assist with entering and interpreting workforce information. Below are descriptions of the template's key features.

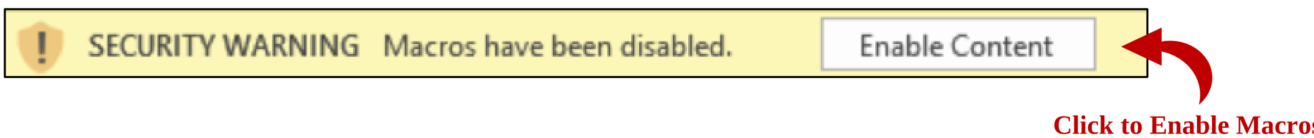
	USE OF EXCEL MACROS This template utilizes a series of Excel macros, which are custom actions used to automate specific tasks. This template performs best when using Excel 2016 or later. **NOTE: Excel Macros must be enable to use them.** The template can also be used without the Macros, but will require some manual edits.

	**EASY FILE NAVIGATION** Each Excel Worksheet, or tab, houses related information which is compiled together into a single report. Links to each tab are frozen at the top of each tab to easily navigate between them.
	**COLOR CODED DATA ENTRY** Colors are used to identify what data should be entered and where. Yellow indicates required information. Green indicates optional information, and Gray indicates information is not required.
	**BUILT-IN HELP FEATURES** This template has a built in help feature. Click on the question mark in the blue circle to open a window with additional information, definitions, and steps to complete. **NOTE: Macros must be enabled. The template cannot be edited while help windows are open.**
COMPLETE **INCOMPLETE**	**PROGRESS INDICATORS** The home tab provides progress indicators for each step of the template. Each tab also provides progress indicators for each step or sub-step, which show if the step is complete or incomplete.
	**DATA IMPORT** This template is part of a suite of integrated workforce planning and development tools. Using these tools allows for information to easily be imported from one tool to the next. Data cannot be imported unless using a specific template, provided by DHRM upon request. **NOTE: MACROS MUST BE ENABLED TO UTILIZE THIS FEATURE.**
	**TEMPLATE VERSIONS** As we continue to enhance this template, integrate it with other elements of workforce planning and development, or as changes to any mandates or guidance occurs, new versions of this template may be released. The version number is located on the Home tab in the bottom right corner. It is important to be using the most up to date version, which will be noted on the DHRM Workforce Planning Website. As new versions are released, the prior version data can be imported so no progress is lost.

FOUNDATIONAL **IN-DEPTH** **COMPREHENSIVE**	**INCREASING LEVELS OF ANALYSIS** To better assist with navigating the landscape of workforce planning and development, the suite of integrated tools and templates provide indicators for three levels of analysis: foundational, in-depth, and comprehensive. These levels are used to better identify why information is collected and how it can be used throughout the tools and templates. All foundational level elements are required and both the in-depth and comprehensive elements are highly encouraged, but optional.

(Optional) Step 3: Enable Macros to Utilize Full Functionality

To ensure Macros are enabled, when first opening the file or anytime the filename changes, you will see a "Security Warning" at the top (shown in the picture below) indicating Macros have been disabled. Click the "Enable Content" button to enable macros for the file.



(Optional) Step 4-6: Import Data from Other Sources

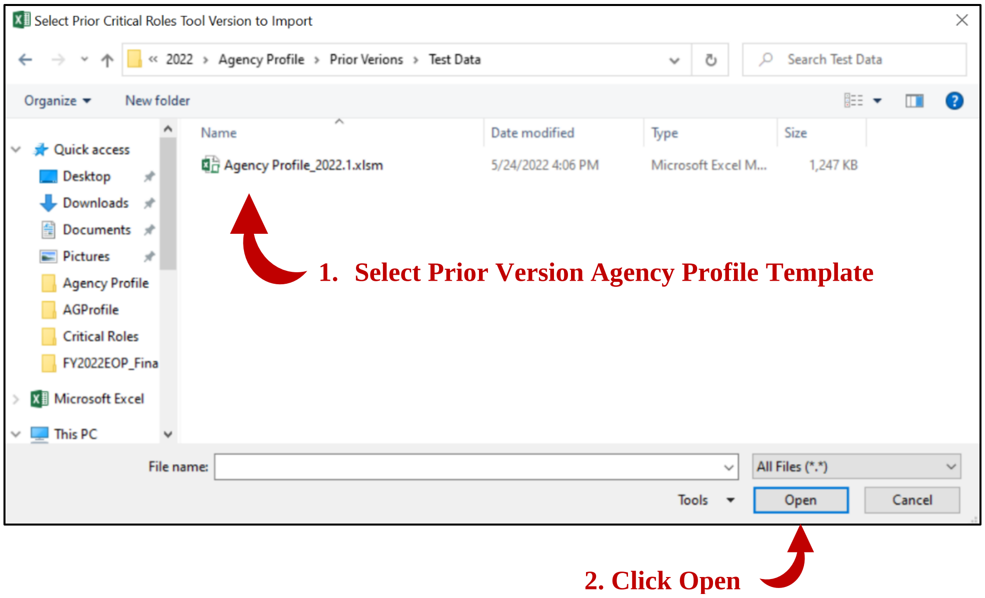
For efficiency and integration to other workforce planning and development tools, data from other sources can be imported. Imported data, shown in the table below, will automatically enter the information into the respective cells. Agencies are encouraged to still review the information for accuracy.

Data Source	Data Imported
Agency Profile (Prior Version)	All Previously Entered Data
Most Recent Employment Opportunities Plan	Strategic Plan Objectives and Action Items
Prior Year Agency Profile	All Information Entered from the Prior Year, which will be reflected in the PY Columns

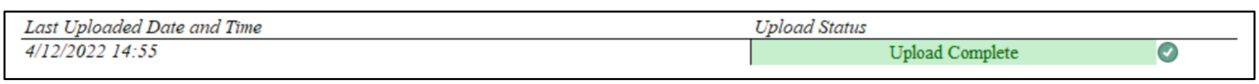
The example below is how to import data from a prior Agency Profile template, however, the process is the same for all data import options.

To import the data, click on the Import Data Icon for the tool the data is imported from (such as a previous version of the Agency Profile).

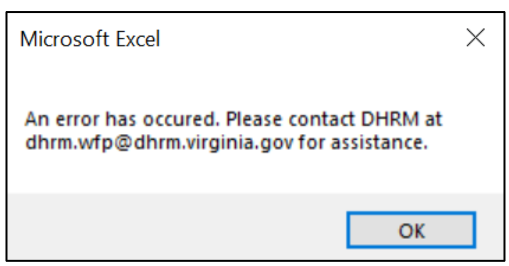
This will open the standard "Open File" dialog box. Simply locate and select the previous version Agency Profile template and click "Open". (Shown in the picture below).



If the data is imported successfully, the template will indicate the date and time the data was imported (shown in the picture below).



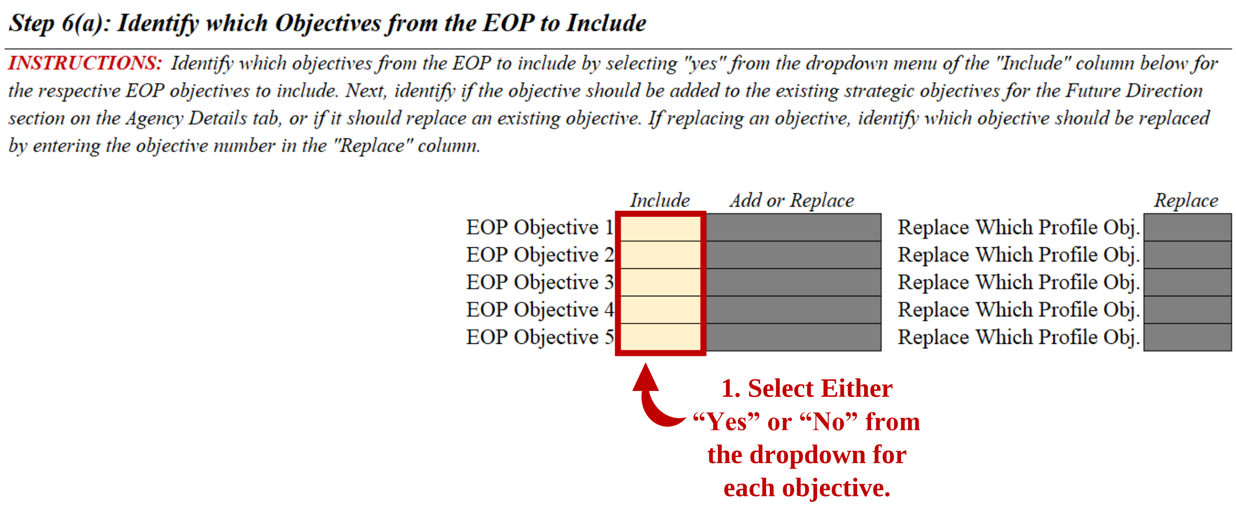
If the data import was unsuccessful, the dialog box (in the picture below) will indicate an error occurred and to contact DHRM Workforce Planning at dhrm.wfp@dhrm.virginia.gov.



<u>(Optional) Step 6(a): Importing the Employment Opportunities Plan</u>

Prior to importing the Employment Opportunities plan, first complete Step 6(a) which identifies which of the strategic objectives from the Employment Opportunities Plan should be imported.

For each objective, first identify if it should be included in the Agency Profile by selecting either "Yes" or "No" from the dropdown menu (shown in the picture below).

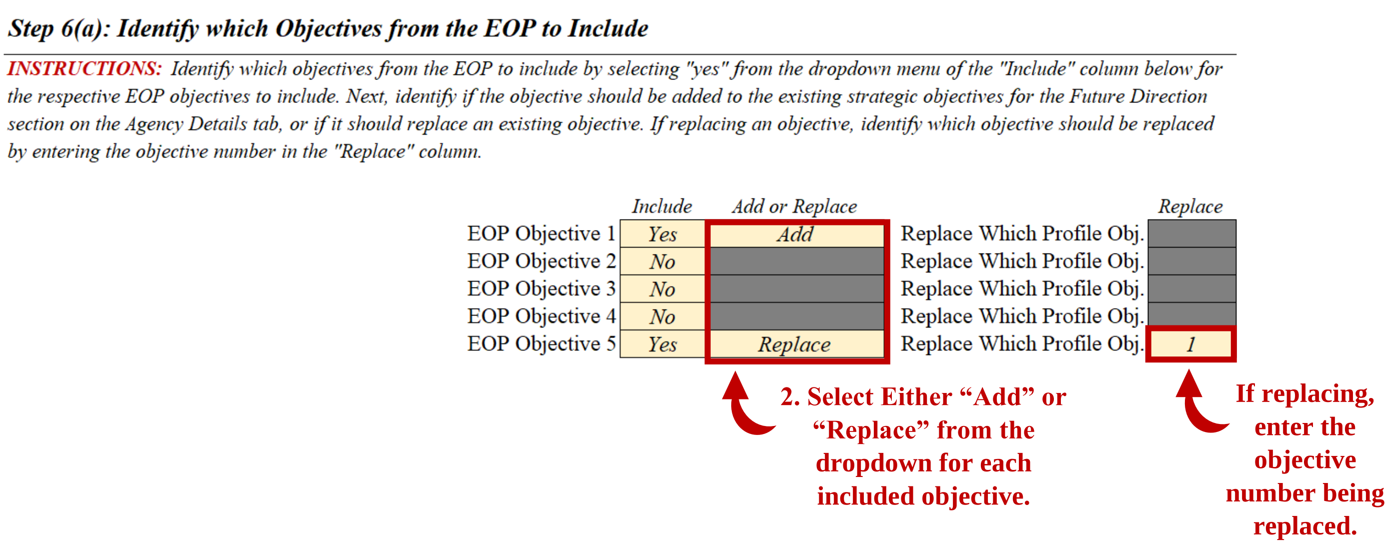


Step 6(a): Identify which Objectives from the EOP to Include

INSTRUCTIONS: Identify which objectives from the EOP to include by selecting "yes" from the dropdown menu of the "Include" column below for the respective EOP objectives to include. Next, identify if the objective should be added to the existing strategic objectives for the Future Direction section on the Agency Details tab, or if it should replace an existing objective. If replacing an objective, identify which objective should be replaced by entering the objective number in the "Replace" column.

	Include	*Add or Replace*		*Replace*
EOP Objective 1			Replace Which Profile Obj.	
EOP Objective 2			Replace Which Profile Obj.	
EOP Objective 3			Replace Which Profile Obj.	
EOP Objective 4			Replace Which Profile Obj.	
EOP Objective 5			Replace Which Profile Obj.	

If the objective is going to be included, identify if it should be added to the exiting Future Direction section of the Agency Profile or if it should replace a specific objective. If replacing a specific objective, enter the respective objective number from the Future Direction Section to replace the objective with the selected Employment Opportunities Plan Objective (shown below).



Step 6(a): Identify which Objectives from the EOP to Include

INSTRUCTIONS: Identify which objectives from the EOP to include by selecting "yes" from the dropdown menu of the "Include" column below for the respective EOP objectives to include. Next, identify if the objective should be added to the existing strategic objectives for the Future Direction section on the Agency Details tab, or if it should replace an existing objective. If replacing an objective, identify which objective should be replaced by entering the objective number in the "Replace" column.

	Include	*Add or Replace*		*Replace*
EOP Objective 1	*Yes*	*Add*	Replace Which Profile Obj.	
EOP Objective 2	*No*		Replace Which Profile Obj.	
EOP Objective 3	*No*		Replace Which Profile Obj.	
EOP Objective 4	*No*		Replace Which Profile Obj.	
EOP Objective 5	*Yes*	*Replace*	Replace Which Profile Obj.	*1*

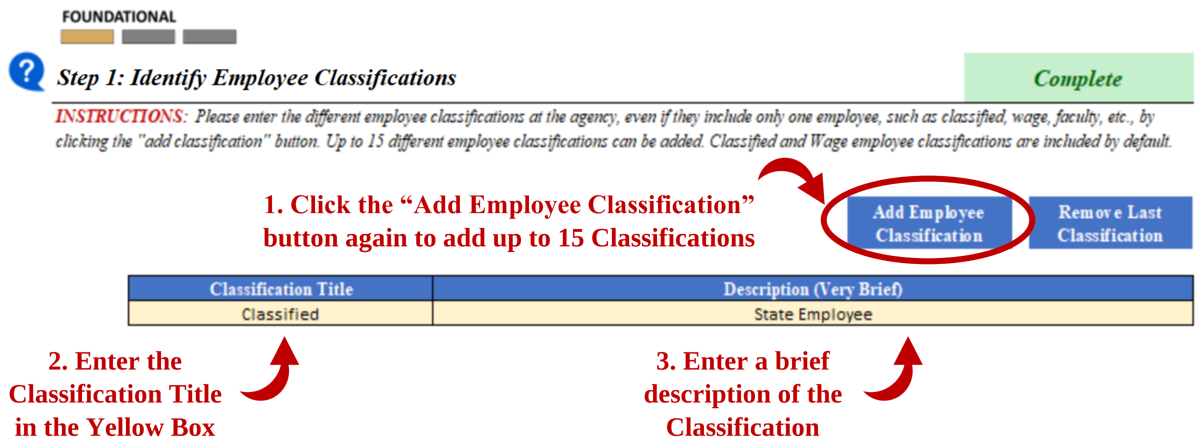
Customizations Tab

The Customizations tab allows the Agency to customize the employee classifications, the positions identified as part of the executive team, and enabling the use of the Sub-Agency, Internal Department, or Internal Team Tool.

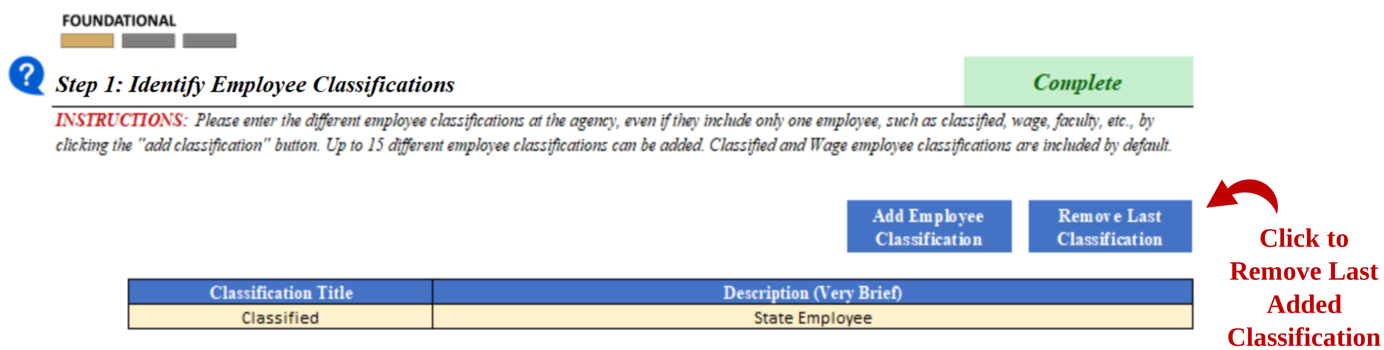
Step 1: Identify Employee Classifications

To complete step 1, enter the title and a brief description of employee classification the agency uses (such as Classified, Wage, Agency Head, Other Non-Classified, etc.) by clicking the blue "Add Employee Classification" button to show the entry boxes (shown in the picture below). Up to 15 employee classifications can be added.

To calculate metrics correctly, the classification title should be exactly the same as those in any imported reports. Repeat this process for each additional classification to be added. **If Not Using the Excel Macros, Skip to Step 1(a)**



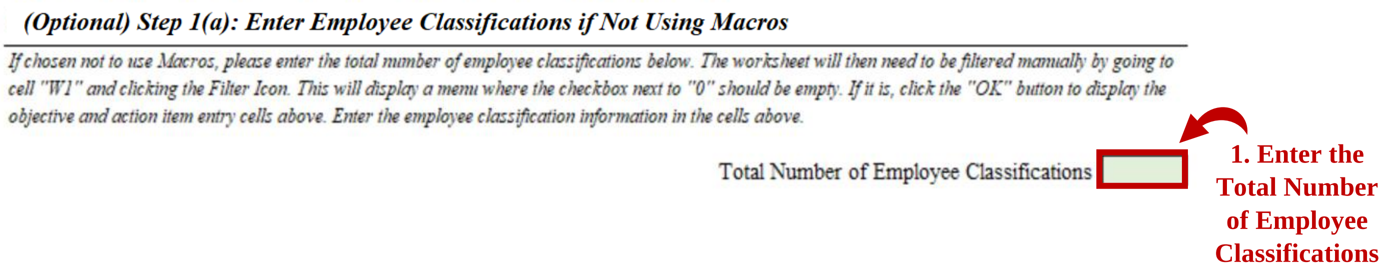
Classifications can be removed by clicking the blue "Remove Last Classification" button. This will remove the last employee classification was added.



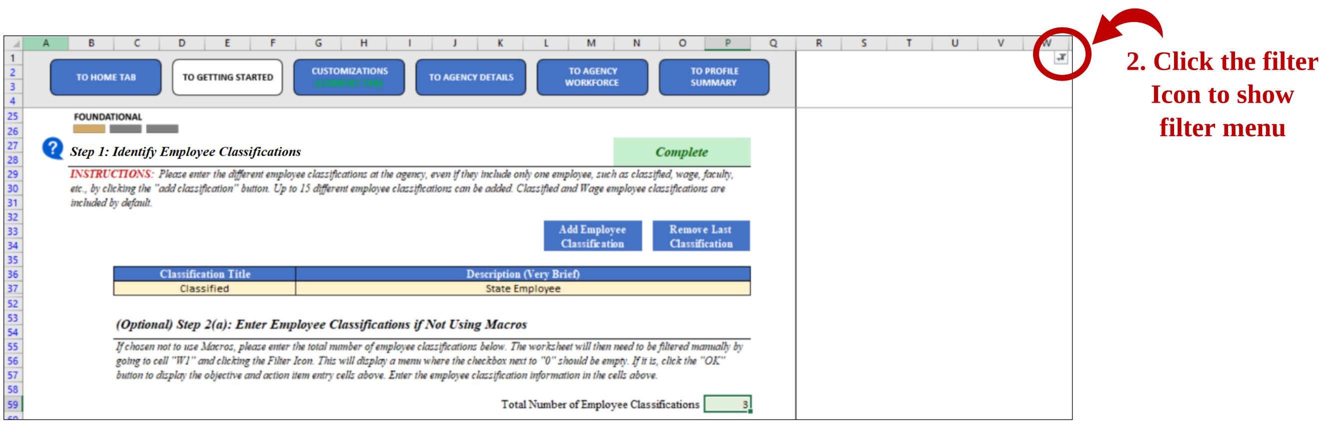
(Optional) Step 1(a): Enter Employee Classifications without Macros

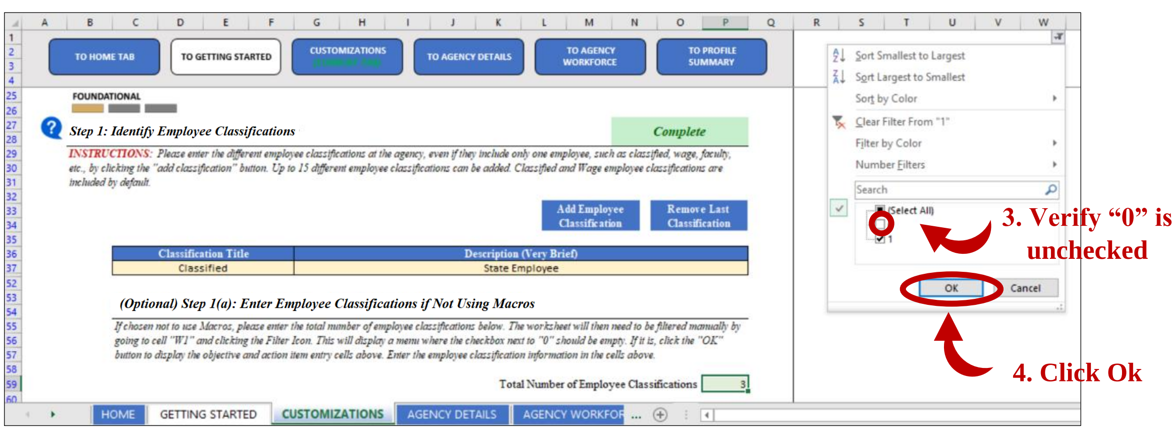
If the blue buttons were used to enter the Employee Classifications, this step can be skipped.

In the event Macros are not being used, the Employee Classifications can be entered by first entering the total number of classifications in the green box.



After the number is entered, click on the Filter Icon in cell W1 to show the filter menu (top right corner). Ensure there is no check box next to “0” (zero) and then click okay to filter the sheet.

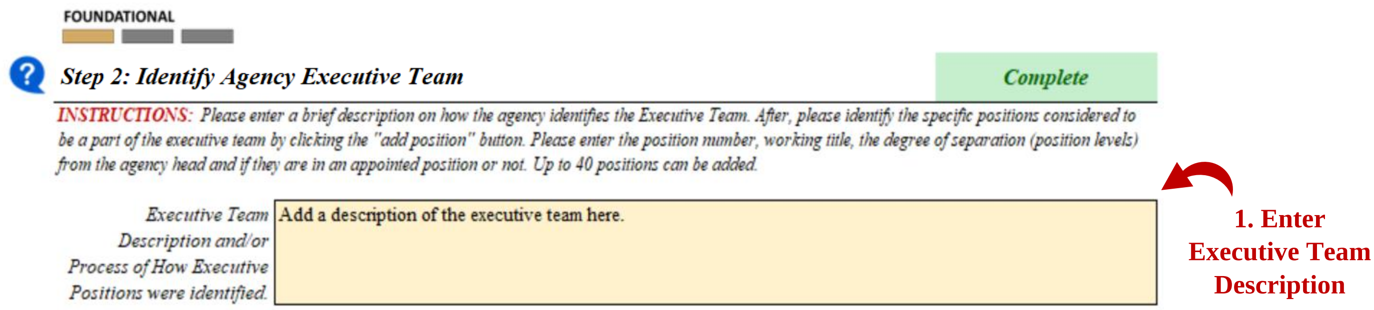




Scroll up on the sheet to see the entry boxes for the number of employee classifications. The number of Employee Classifications can be changed using this same process.

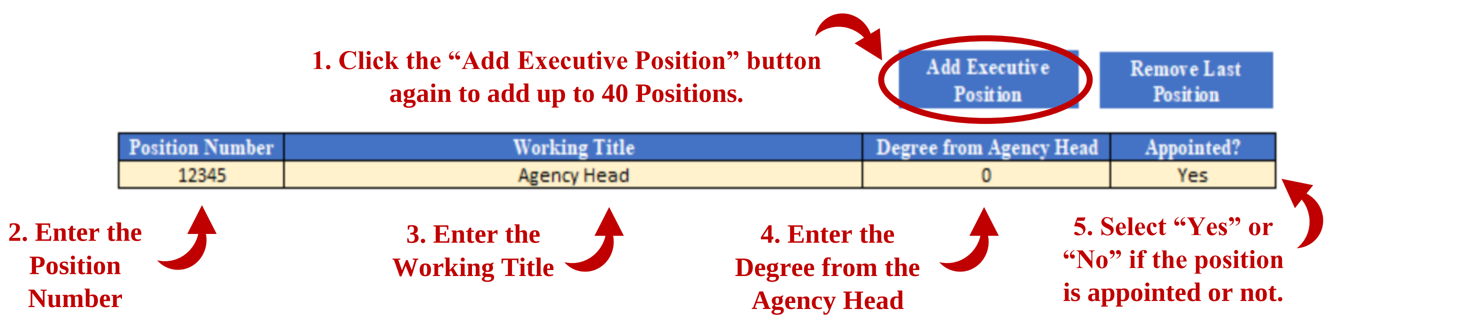
Step 2: Identify Agency Executive Team

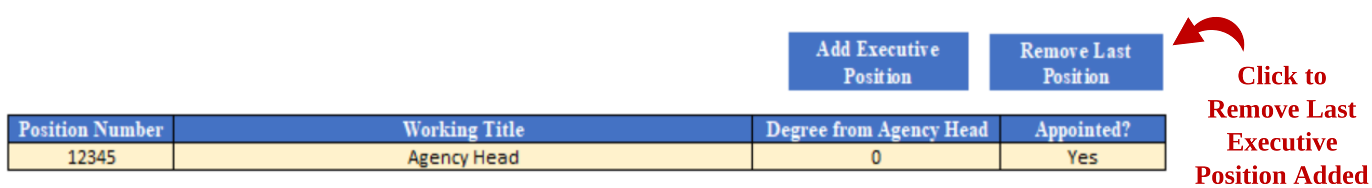
To complete step 2, first enter a brief description of the Agency Executive Team or the process used to identify Executive Team positions in the yellow box (shown in the picture below).



Next, enter the position number, working title, degree from the Agency Head (number of leadership levels at the Agency), and if the position is an appointed position for any positions the Agency identifies as part of their executive team by clicking the blue “Add Executive Position” button to show the entry boxes (shown in the picture below). Up to 40 executive positions can be added.

To calculate metrics correctly, the position number should be exactly the same as those in any imported reports. Repeat this process for each additional position the Agency wants to identify as part of their executive team. **If Not Using the Excel Macros, Skip to Step 3(a)**

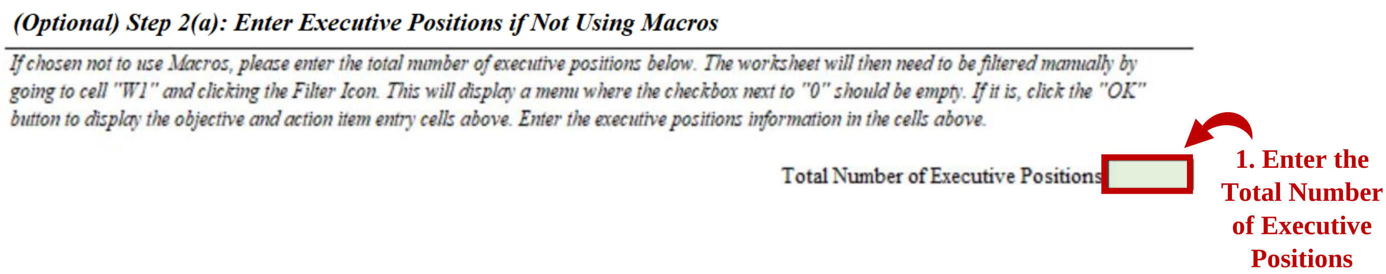




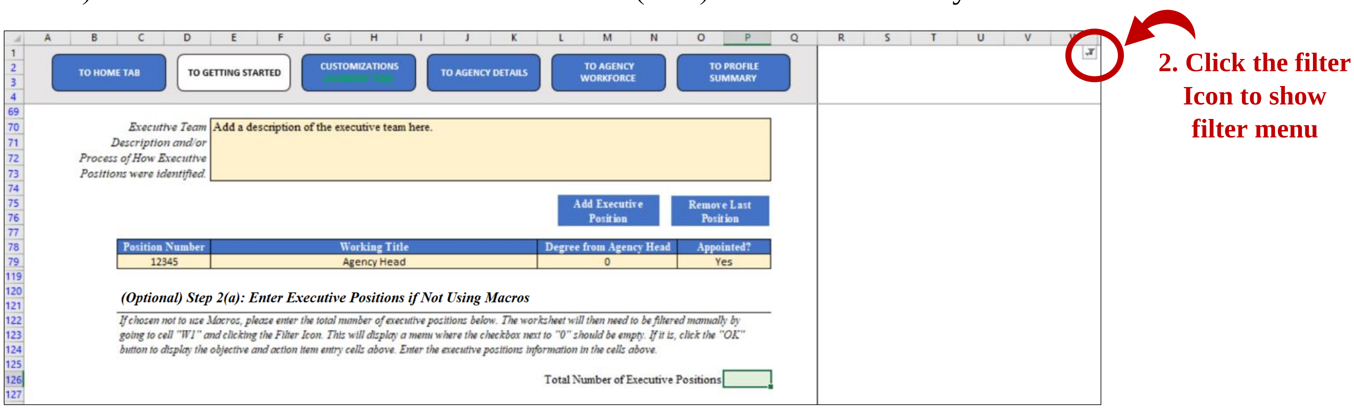
(Optional) Step 2(a): Enter Executive Team without Macros

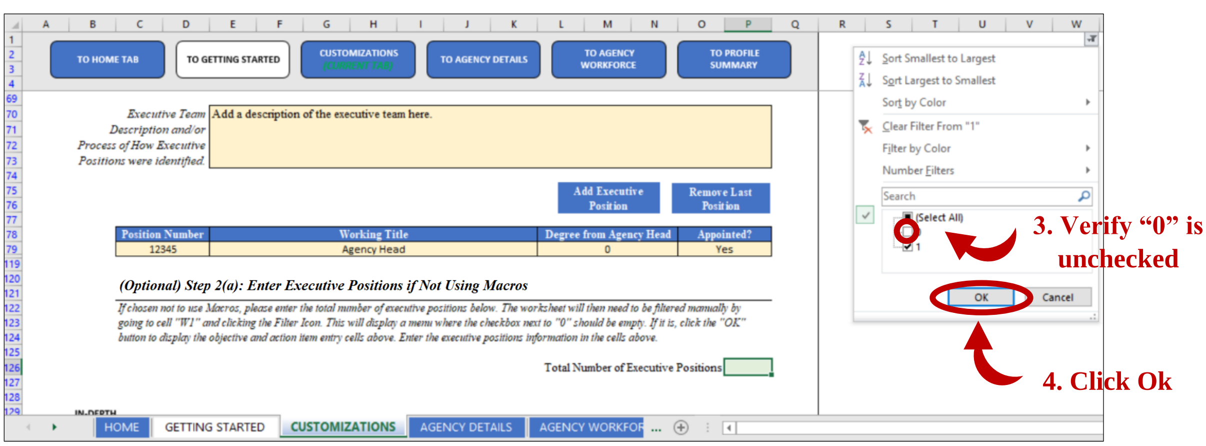
If the blue buttons were used to enter the Executive Team, this step can be skipped.

In the event Macros are not being used, the executive team positions can be entered by first entering the total number of positions in the green box.



After the number is entered, click on the Filter Icon in cell W1 to show the filter menu (top right corner). Ensure there is no check box next to "0" (zero) and then click okay to filter the sheet.





<u>(Optional) Step 3 – Enable the Sub-Agency, Internal Department, or Team Input Tool (Macros must be enabled).</u>

The Sub-Agency, Internal Department, or Team Input Tool is a separate tool, similar to the Agency Profile, that would allow an agency to go through the entire workforce planning process, focusing on specific areas within their agency. This information can then be easily imported into the full Agency wide strategy. This tool can also be used to gather information from specific areas to support the Agency wide workforce planning process and strategy development.

To enable this tool, click on the toggle switch next to the Tool logo in Step 3 (shown below). It will indicate either “On” or “Off” to show whether it is enabled.

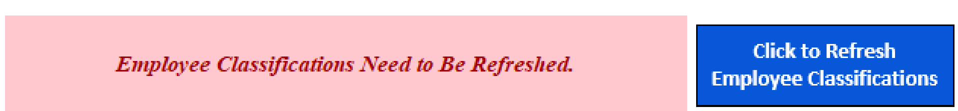
If enabled, two additional tabs will be visible: The Sub Agency & Internal Tool tab and the Internal Plan Review Tab. To complete these tabs, see **Section 4: Internal Tool Setup** of these instructions.

Agency Details Tab

The Agency Details tab identifies information about the agency, beginning with general information and then narrowing in focus. These include the agency name, secretariat, agency number, positions, and structure. This tab also includes information of the agency strategic plans that are impacted by or pertain to the continuity of operations, recruitment, retention, engagement, and/or workforce development.

Before completing any steps on the Agency Details Tab, the employee classification lists will need to be refreshed (if indicated they are not up to date). To refresh employee classifications, click the blue “Click to Refresh Employee Classifications” button.

Before



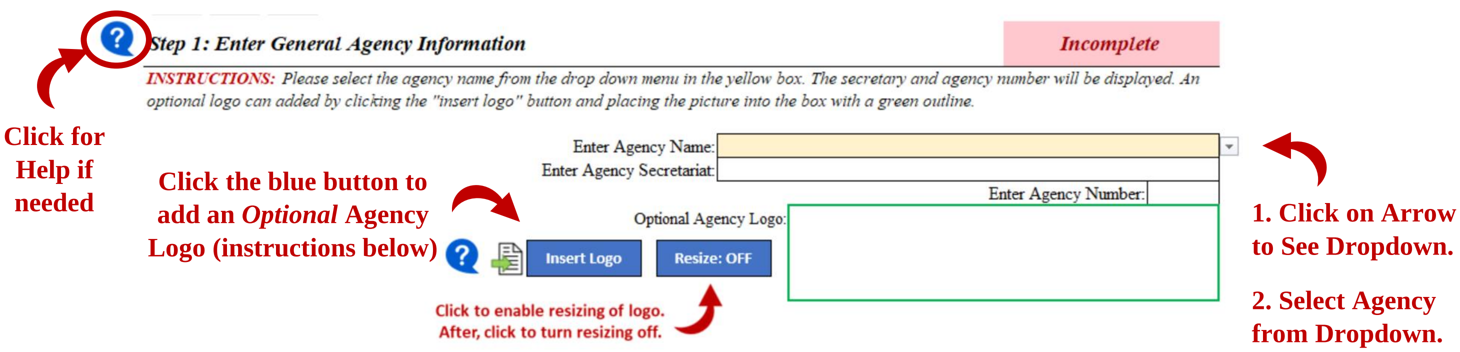
After

If not using Macros, the employee classification list can be refreshed by going to cell "W1" and clicking the filter icon. After, ensure the "0" box is unchecked, click Ok.

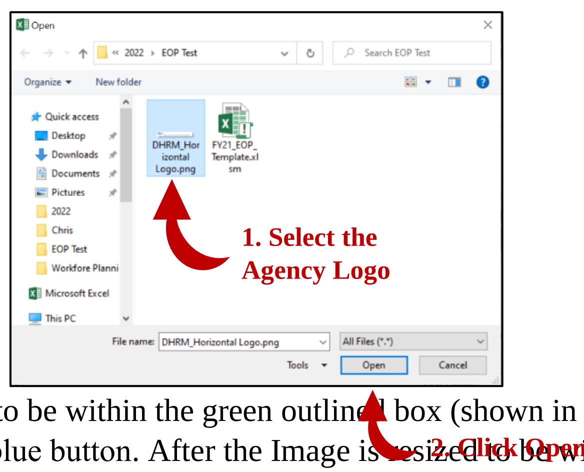
Step 1: Enter Agency Information

To complete step one, entering agency information, select the agency name from the drop down menu in the yellow box (shown in the picture below). To show the dropdown arrow, click in the yellow cell. The secretariat and agency number will be displayed automatically

An optional logo can be added by clicking the "Insert Logo" blue button, selecting the logo picture file, and then resizing the image to be within the green outlined box.

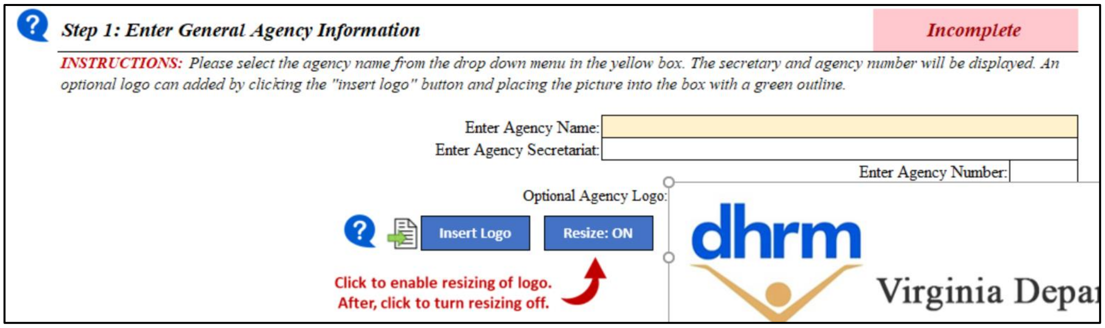


To add an ***optional*** Agency Logo, click on the purple button to open the standard "Open File" dialog box. Simply locate and select the Agency Logo and click the "Open" button. **NOTE: The Agency Logo must be a picture file.**

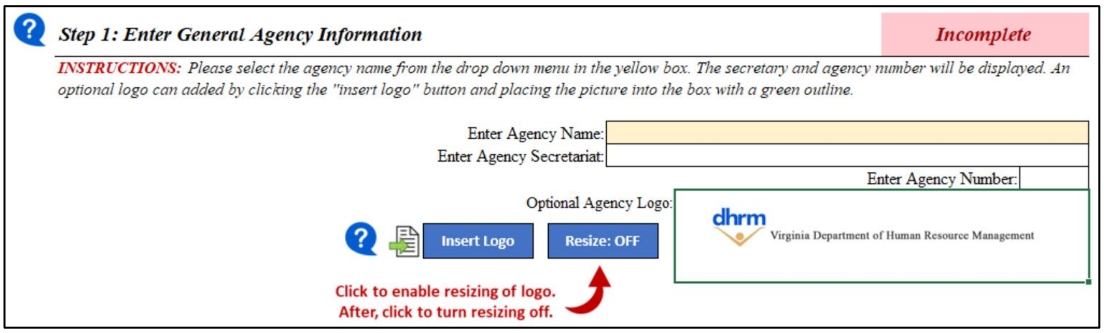


Once added, resize the logo to be within the green outlined box (shown in the picture below) by clicking the "Resize: OFF" blue button. After the Image is resized to be within the green box click the "Resize: On" button.

Before



After

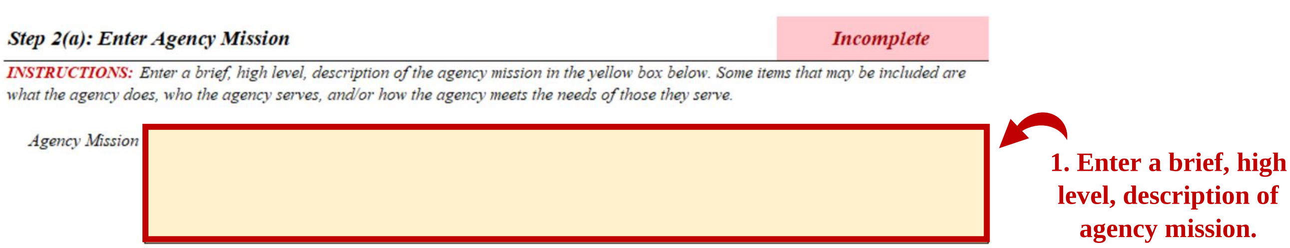


Step 2: Enter Agency Operational Information

Step 2 is comprised of three sub steps, two of which are optional. To complete step 2, only step 2(2a), enter agency mission is required. Steps 2(b) and Step 2(c) are optional but if completed, will provide comprehensive level of analysis when analyzing data and using other workforce planning tools and templates.

Step 2(a): Enter Agency Mission

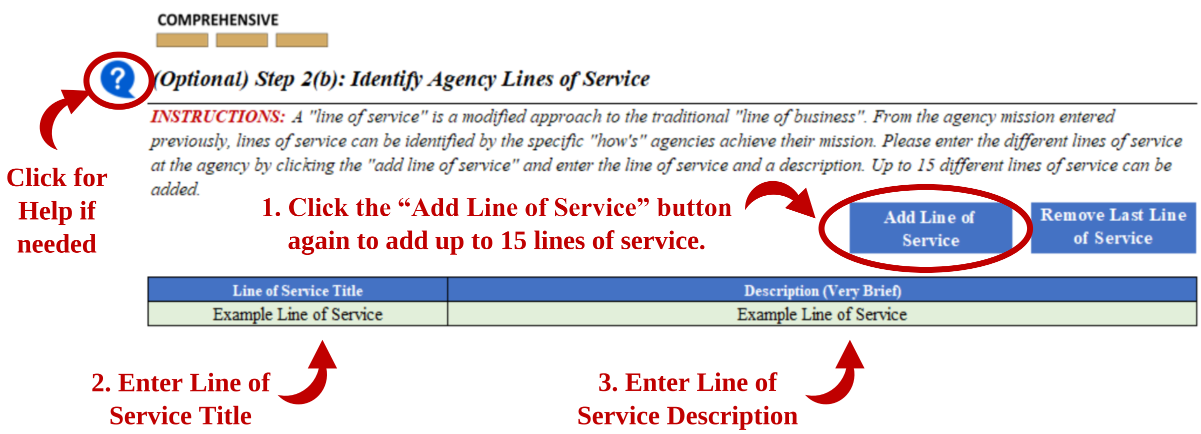
To complete Step 2(a), enter a brief, high level, description of the agency mission in the yellow box (shown in the picture below).



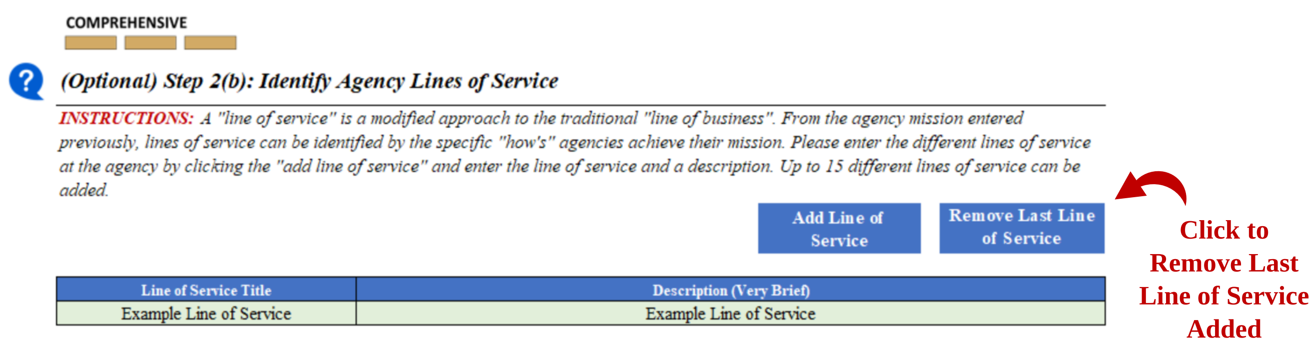
(Optional) Step 2(b): Identify Agency Lines of Service

To complete Step 2(b), enter the title and brief description of lines of service at the Agency by clicking the blue "Add Line of Service" button. A "Line of Service" is a modified approach to the traditional "line of business". From the Agency mission entered previously, lines of service can be identified of "how" the agency achieves their mission. Up to 15 lines of service can be added to the Agency Profile. Though this step is optional, it can provide a comprehensive level of analysis when using workforce planning and development tools and templates.

If Not Using the Excel Macros, Skip to Step 2(b-i)



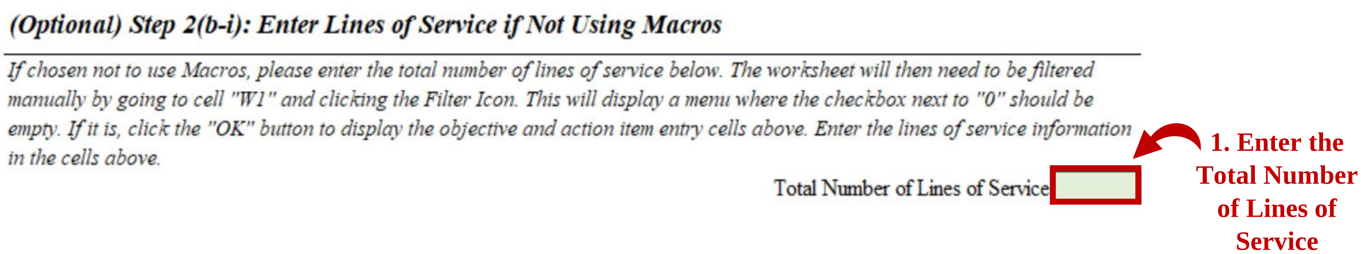
Lines of Service can be removed by clicking the blue "Remove Last Line of Service" button. This will remove the last line of service added.

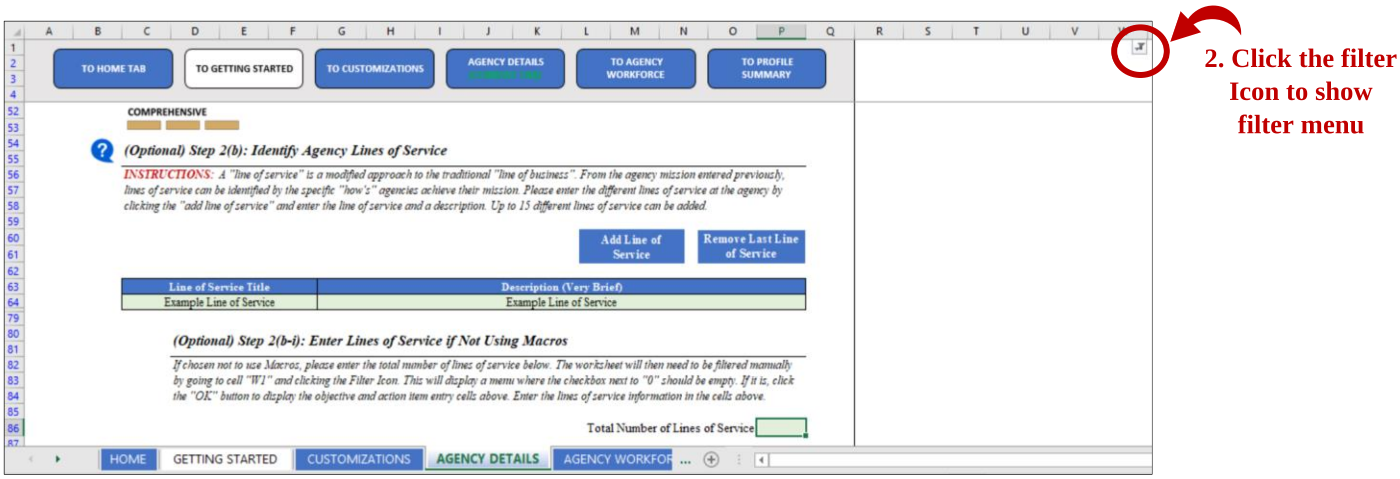


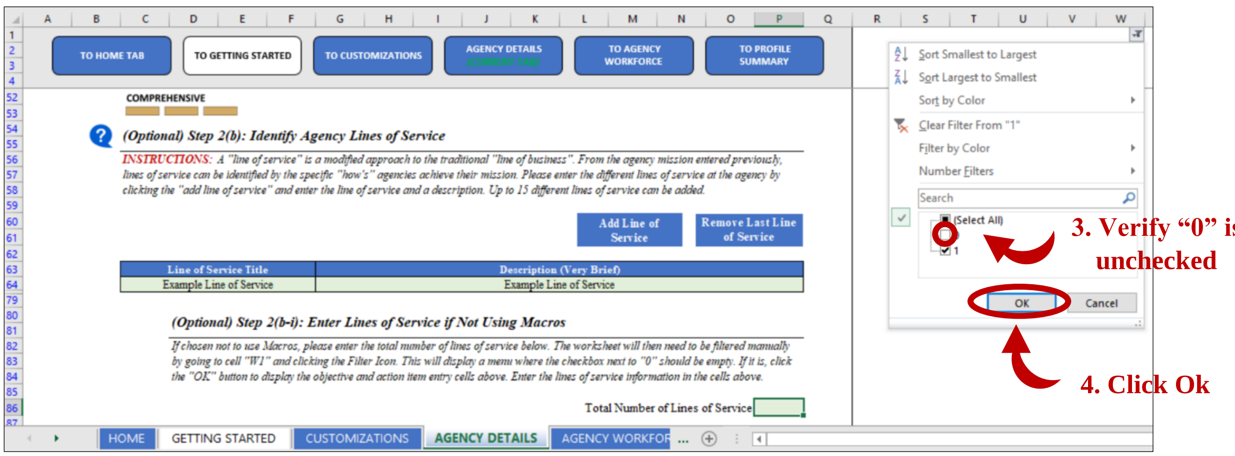
(Optional) Step 2(b-i): Enter Lines of Service without Macros

If the blue buttons were used to enter the Lines of Service, this step can be skipped.

In the event Macros are not being used, the lines of service can be entered by first entering the total number in the green box.



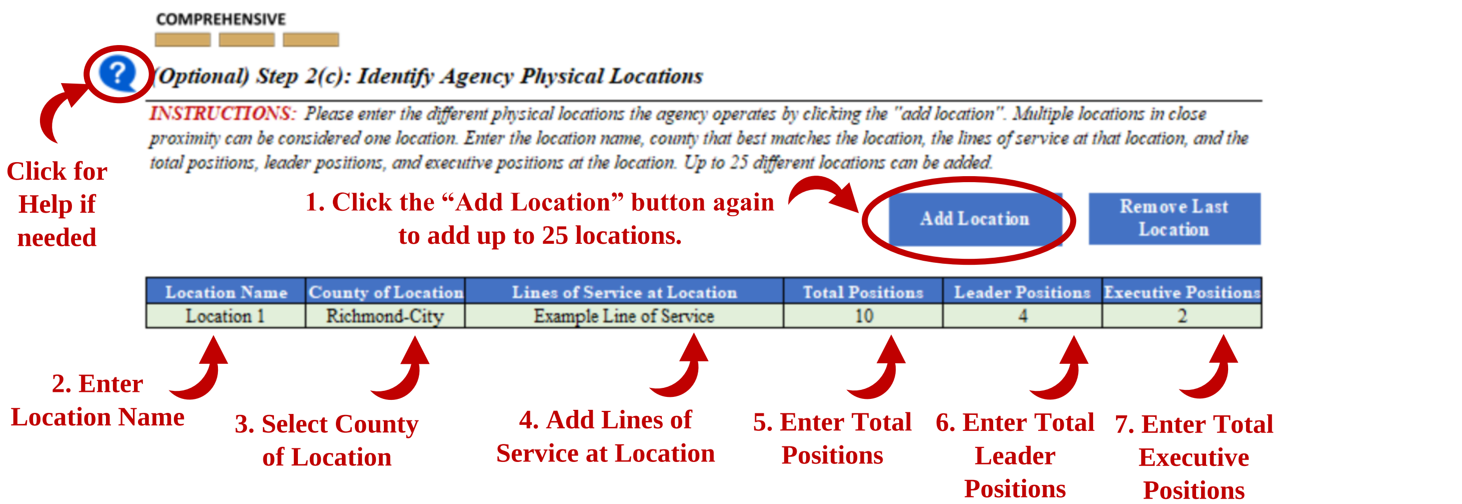




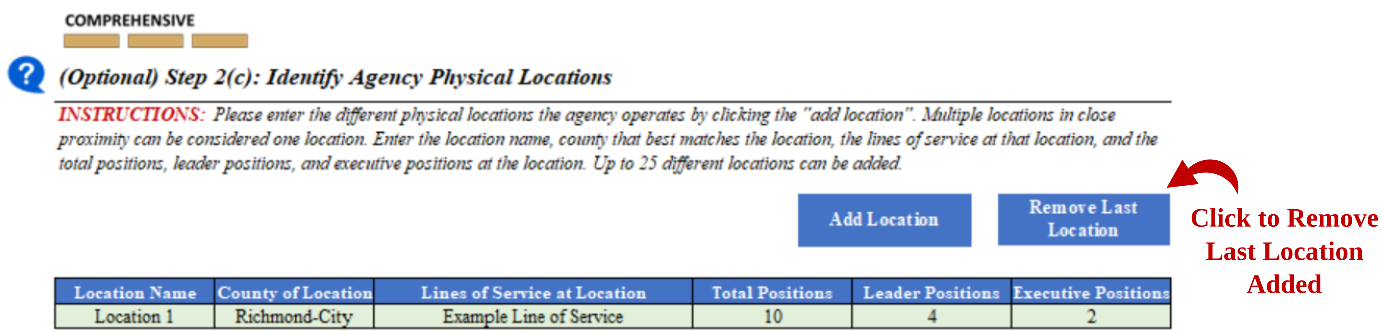
(Optional) Step 2(c): Identify Agency Physical Locations

To complete Step 2(c), enter the location name, county of location, lines of service at the location, and positions at the location (total, leader, executive) by clicking the blue "Add Location" button. The Agency can determine the best way to identify multiple locations, such as those staffed by the same group of employees or in close proximity to one another. Up to 25 locations can be added to the Agency Profile. Though this step is optional, it can provide a comprehensive level of analysis when using workforce planning and development tools and templates.

If Not Using the Excel Macros, Skip to Step 2(c-i)



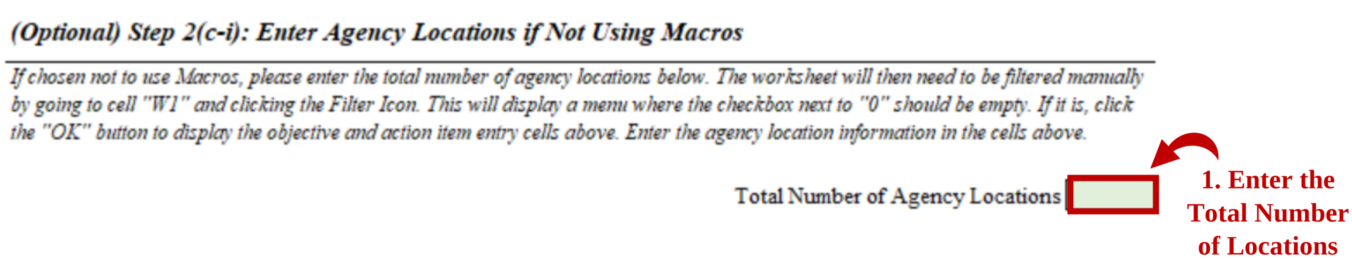
Locations can be removed by clicking the blue "Remove Last Location" button. This will remove the last location added.

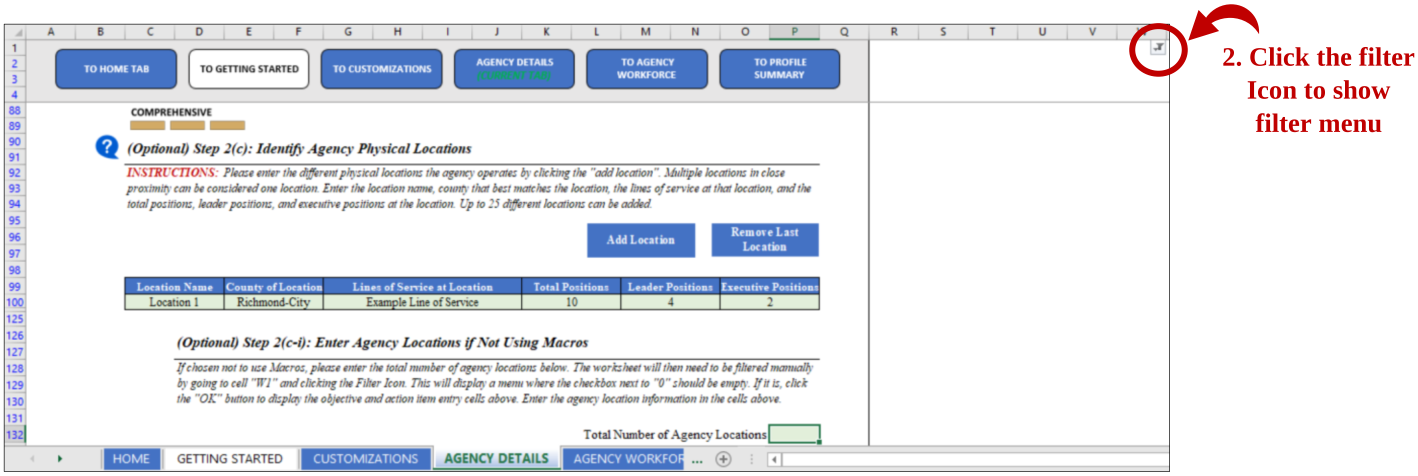


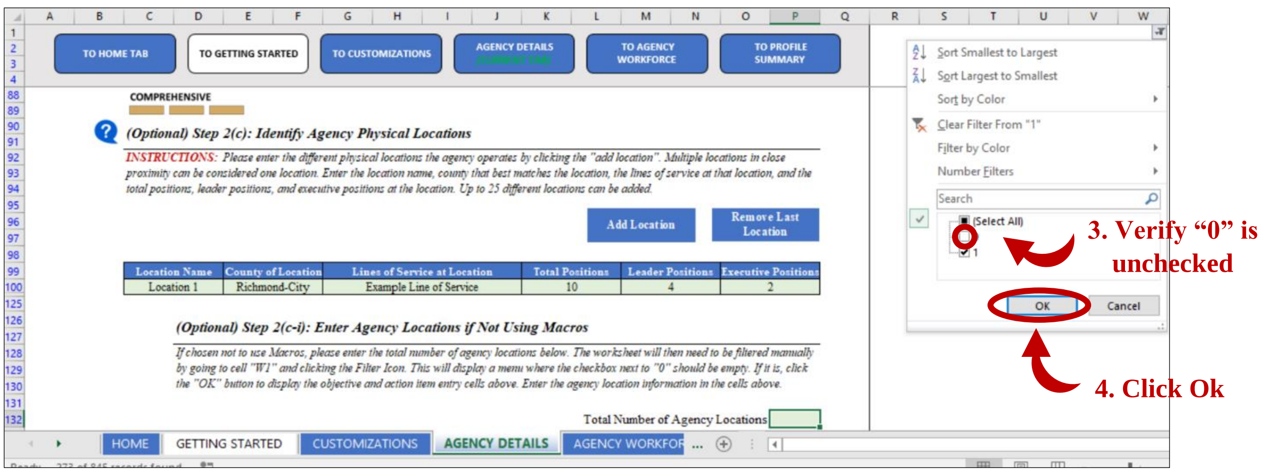
<u>*(Optional)* Step 2(c-i): Enter Locations without Macros</u>

If the blue buttons were used to enter the Locations, this step can be skipped.

In the event Macros are not being used, the locations can be entered by first entering the total number in the green box.





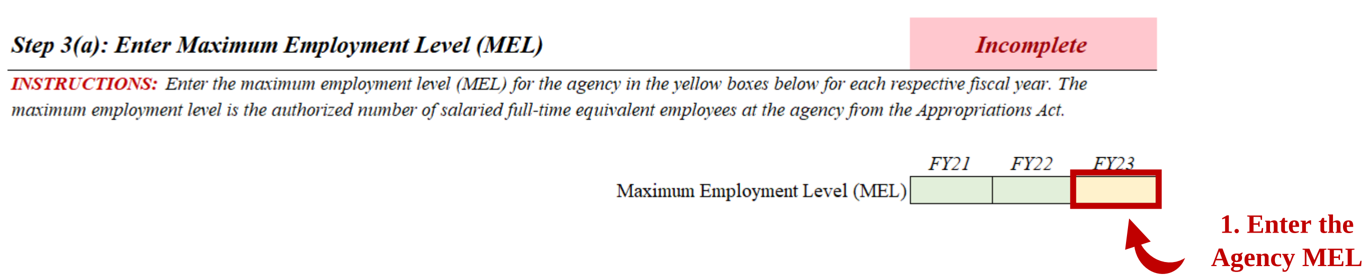


Step 3: Enter Agency Size & Structure Information

Step 3 is comprised of six sub steps, 4 are required and two are optional. To complete step 3, enter the total maximum employment level (MEL), Total Positions, Leader Positions, and Executive Positions by EEO Code and Employee Classifications. All prior information is optional to enter.

Step 3(a): Enter Maximum Employment Level (MEL)

To complete Step 3(a), enter to total MEL in the yellow box for the fiscal year reporting period.



Step 3(b): Enter Position Information

To complete Step 3(b), enter to total number of positions (filled and vacant) for each EEO Code and each Employee Classification by entering the total number for each in the yellow box under the reporting fiscal year column. All prior year information is optional to enter. **The number of employee classifications will vary based on the number entered on the Customization tab.**

Step 3(b): Enter Position Information *Incomplete*

INSTRUCTIONS: Enter the total number of positions by EEO code and the total number of positions for each employee classification.

All Positions by EEO Code	*FY21*	*FY22*	*FY23*
Total Positions with EEO Code "Officials and Administrators"			
Total Positions with EEO Code "Professionals"			
Total Positions with EEO Code "Technicians"			
Total Positions with EEO Code "Protective Service Workers"			
Total Positions with EEO Code "Paraprofessionals"			
Total Positions with EEO Code "Administrative Support"			
Total Positions with EEO Code "Skilled Craft Workers"			
Total Positions with EEO Code "Service/Maintenance"			
Total Positions with EEO Code "Faculty"			
Total Positions with EEO Code "Other"			

1. Enter the total number of positions (filled and vacant) for each EEO Code.

All Positions by Classification	*FY21*	*FY22*	*FY23*
Total Classified Positions			
Total At-Will Positions			

2. Enter the total number of positions (filled and vacant) for each employee classification.

Step 3(c): Enter Leader Position Information

To complete Step 3(c), enter to total number of leader positions (filled and vacant) for each EEO Code and each Employee Classification by entering the total number for each in the yellow box under the current reporting fiscal year column. Leader positions are defined as those who have at least one direct report. All prior year information is optional to enter. **The number of employee classifications will vary based on the number entered on the Customization tab.**

Leader Positions by EEO Code	*FY21*	*FY22*	*FY23*
Total Leader Positions with EEO Code "Officials and Administrators"			
Total Leader Positions with EEO Code "Professionals"			
Total Leader Positions with EEO Code "Technicians"			
Total Leader Positions with EEO Code "Protective Service Workers"			
Total Leader Positions with EEO Code "Paraprofessionals"			
Total Leader Positions with EEO Code "Administrative Support"			
Total Leader Positions with EEO Code "Skilled Craft Workers"			
Total Leader Positions with EEO Code "Service/Maintenance"			
Total Leader Positions with EEO Code "Faculty"			
Total Leader Positions with EEO Code "Other"			

1. Enter the total number of leader positions (filled and vacant) for each EEO Code.

Leader Positions by Classification	*FY21*	*FY22*	*FY23*
Total Leader Classified Positions			
Total Leader At-Will Positions			

2. Enter the total number of leader positions (filled and vacant) for each employee classification.

Step 3(d): Enter Executive Position Information

To complete Step 3(c), enter to total number of executive positions (filled and vacant) for each EEO Code and each Employee Classification by entering the total number for each in the yellow box under the reporting fiscal year column. Executive positions are defined by the Agency on the Customization Tab. All prior year information is optional to enter. **The number of employee classifications will vary based on the number entered on the Customization tab.**

All Executive Positions by EEO Code

	FY21	*FY22*	*FY23*
Total Executive Positions with EEO Code "Officials and Administrators"			
Total Executive Positions with EEO Code "Professionals"			
Total Executive Positions with EEO Code "Technicians"			
Total Executive Positions with EEO Code "Protective Service Workers"			
Total Executive Positions with EEO Code "Paraprofessionals"			
Total Executive Positions with EEO Code "Administrative Support"			
Total Executive Positions with EEO Code "Skilled Craft Workers"			
Total Executive Positions with EEO Code "Service/Maintenance"			
Total Executive Positions with EEO Code "Faculty"			
Total Executive Positions with EEO Code "Other"			

1. Enter the total number of executive positions (filled and vacant) for each EEO Code.

All Executive Positions by Classification

	FY21	*FY22*	*FY23*
Total Executive Classified Positions			
Total Executive At-Will Positions			

2. Enter the total number of executive positions (filled and vacant) for each employee classification.

Step 4: Enter Agency Strategic Plan Information

To complete step 4, identify any strategic actions or initiatives the agency is currently working towards that can be impacted by the continuity of operations or the recruitment, retention, engagement, or development of the agency workforce.

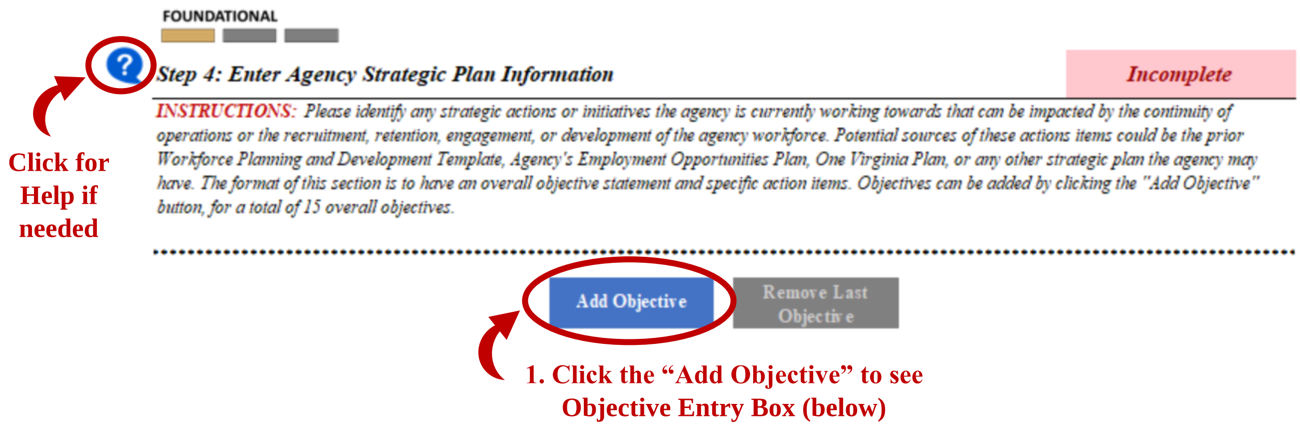
Potential sources of these actions could be the prior Workforce Planning and Development Template, Agency's Employment Opportunities Plan, One Virginia Plan, or any other strategic plan the agency may have.

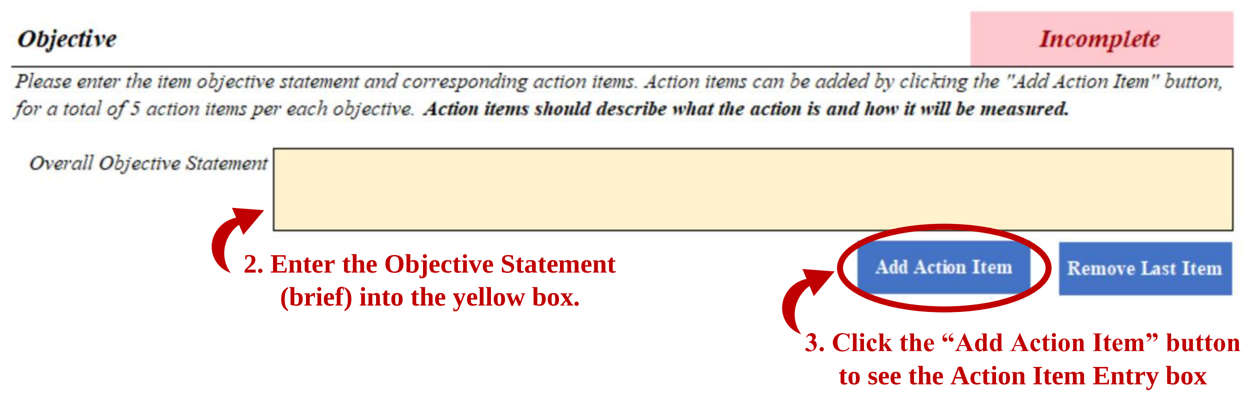
NOTE: This is not the Agency's Workforce Planning Action Plan, but merely to ensure alignment with existing actions and initiatives from other strategic plans / areas of the Agency when developing actions later in the process.

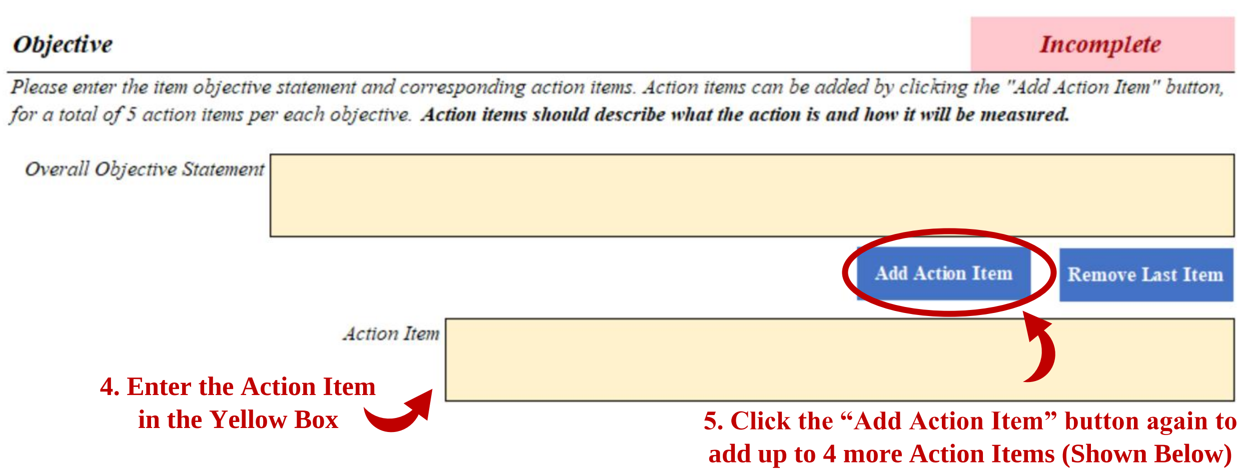
Each item should include an overall objective statement and then specific actions items to take in order to fulfill that objective. A total of 15 objectives can be added per plan and a total of 5 action items can be added per objective.

If Not Using the Excel Macros, Skip to Step 4(a)

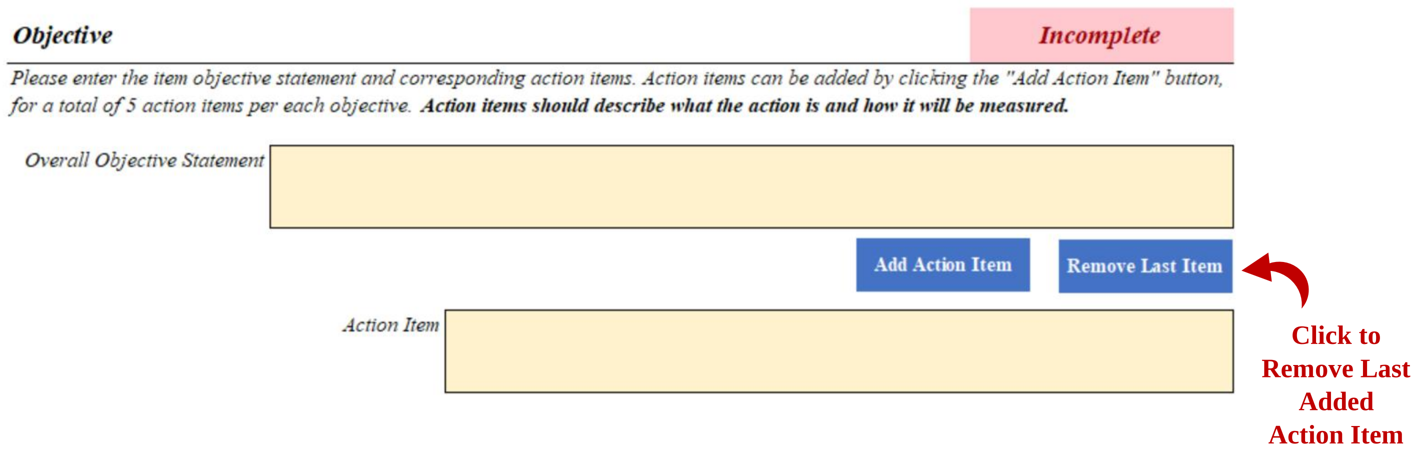
To add an objective, click the blue "Add Objective Button", this will show the objective description box.



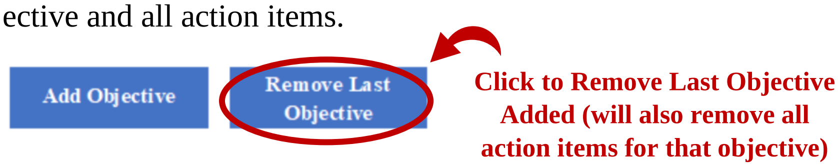




Action items can be removed by clicking the "Remove Last Item" purple button. This will remove the last action item that was added.



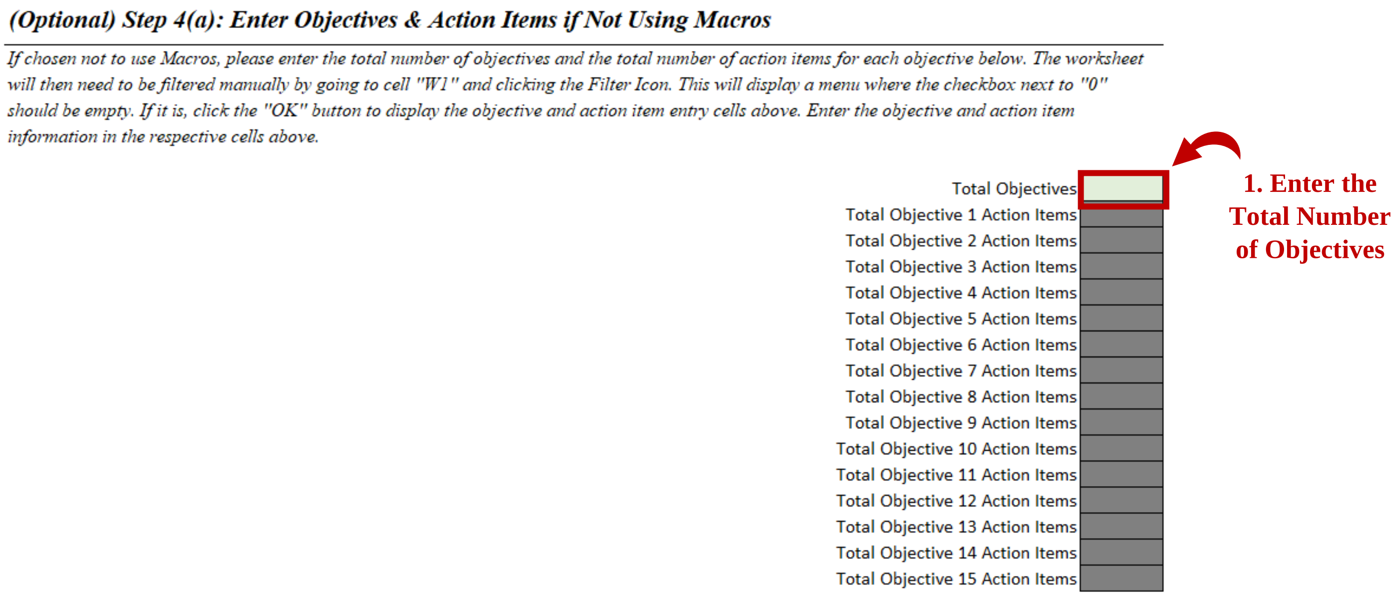
These steps should be repeated for any additional objectives (up to 15) added to the strategic action plan. In the event an objective should be removed, click the "Remove Objective" purple button. This will remove the objective and all action items.

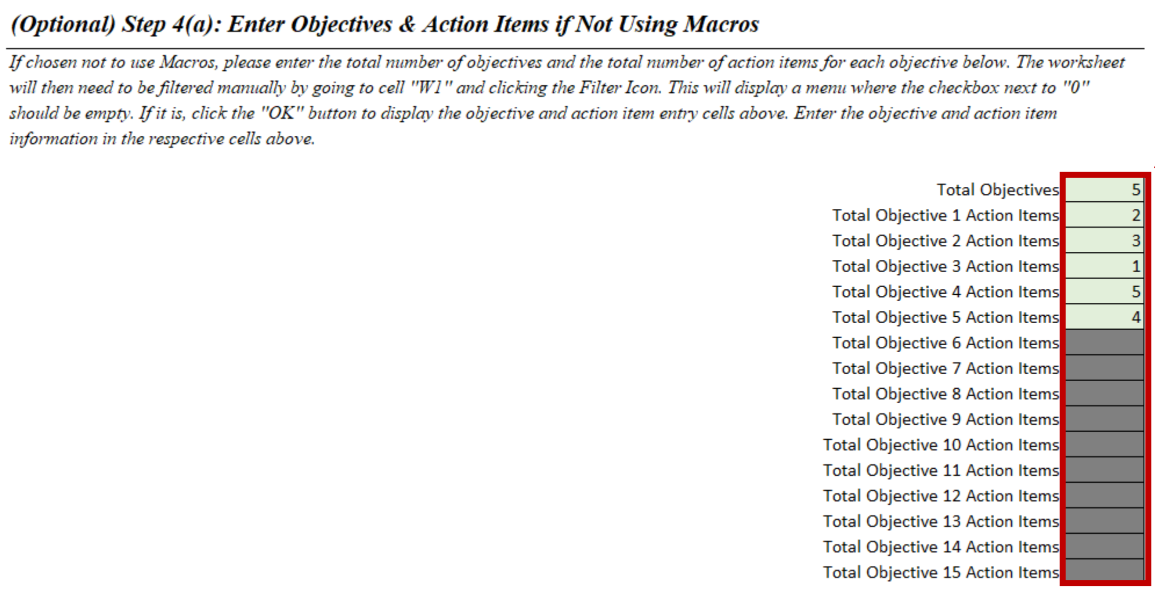


(Optional) **Step 4(a): Create an Agency Strategic Plan Information without Macros**

If the blue buttons were used to enter the Strategic Plan Information, this step can be skipped.

In the event Macros are not being used, the agency strategic plan information can be entered by first entering the total number of objectives and total number of action items for each objective in the green boxes.





(Optional) Step 4(a): Enter Objectives & Action Items if Not Using Macros

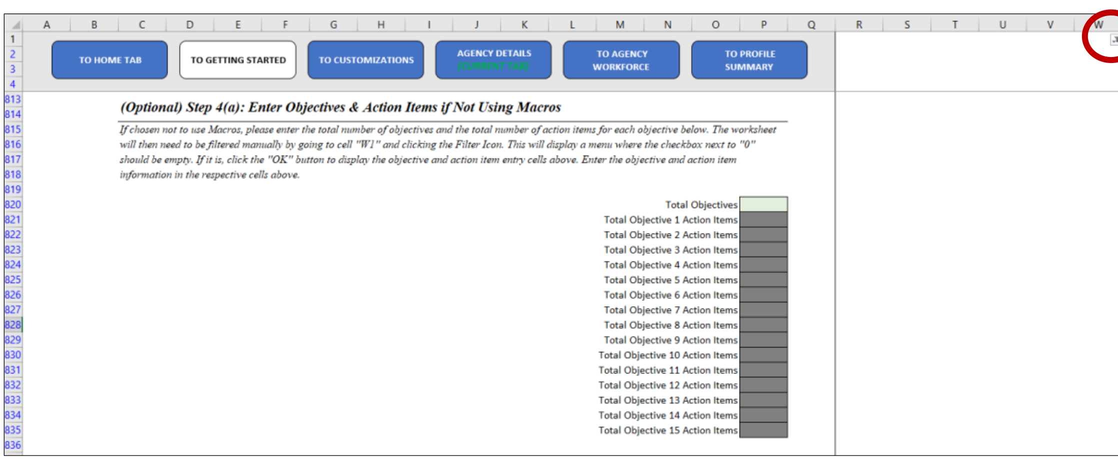
If chosen not to use Macros, please enter the total number of objectives and the total number of action items for each objective below. The worksheet will then need to be filtered manually by going to cell "W1" and clicking the Filter Icon. This will display a menu where the checkbox next to "0" should be empty. If it is, click the "OK" button to display the objective and action item entry cells above. Enter the objective and action item information in the respective cells above.

Total Objectives	5
Total Objective 1 Action Items	2
Total Objective 2 Action Items	3
Total Objective 3 Action Items	1
Total Objective 4 Action Items	5
Total Objective 5 Action Items	4
Total Objective 6 Action Items	
Total Objective 7 Action Items	
Total Objective 8 Action Items	
Total Objective 9 Action Items	
Total Objective 10 Action Items	
Total Objective 11 Action Items	
Total Objective 12 Action Items	
Total Objective 13 Action Items	
Total Objective 14 Action Items	
Total Objective 15 Action Items	

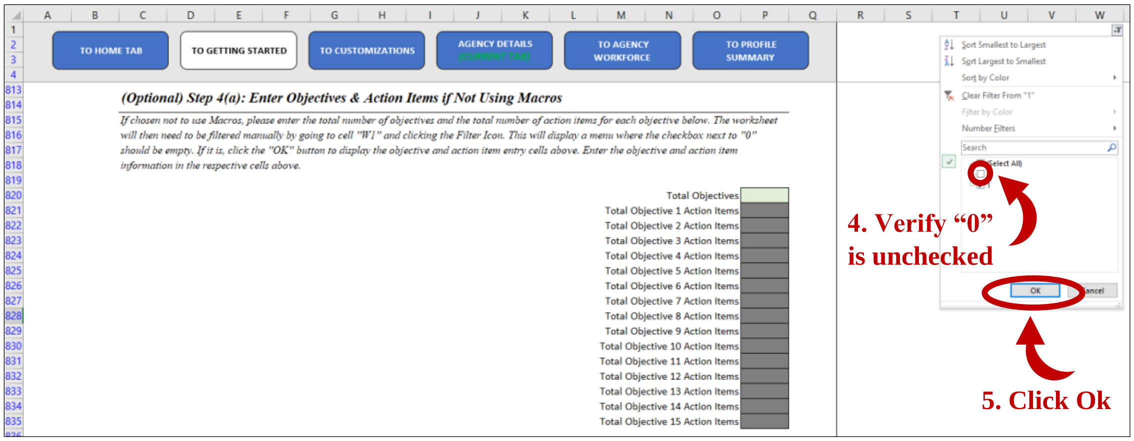
2. Enter the Total Number of Action Items for Each Objective

NOTE: If there is no objective, the box will be grayed out and can be left empty

After the numbers are entered, click on the Filter Icon in cell W1 to show the filter menu (top right corner). Ensure there is no check box next to "0" (zero) and then click okay to filter the sheet.



3. Click the filter Icon to show filter menu



Scroll up on the sheet to see the entry boxes for all objective and action items. The objective and action item numbers can be changed using this same process. If the objective number decreases, ensure all grayed out cells for the action items are empty, otherwise the data will not filter correctly.

(Optional) **Step 5: Check Spelling**

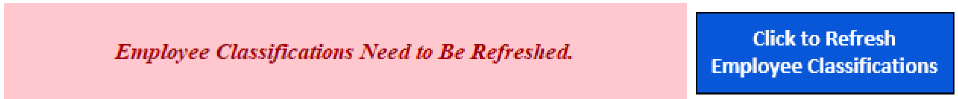
The template allows for the spell check feature to be used on this tab, however, Macros must be enable to use this feature. Click the “Spell Check This Tab” purple button, which will launch the Excel spell check function.

Agency Workforce Tab

This tab identifies employee demographic information, broken down by race, gender, EEO code, classifications, employees with disabilities and veteran status for all employees, employees who are leaders, and executives. Employees with disabilities and veterans are further broken down by EEO code and classifications.

Before completing any steps on the Agency Workforce Tab, the employee classification lists will need to be refreshed (if indicated they are not up to date). To refresh employee classifications, click the blue “Click to Refresh Employee Classifications” button.

Before

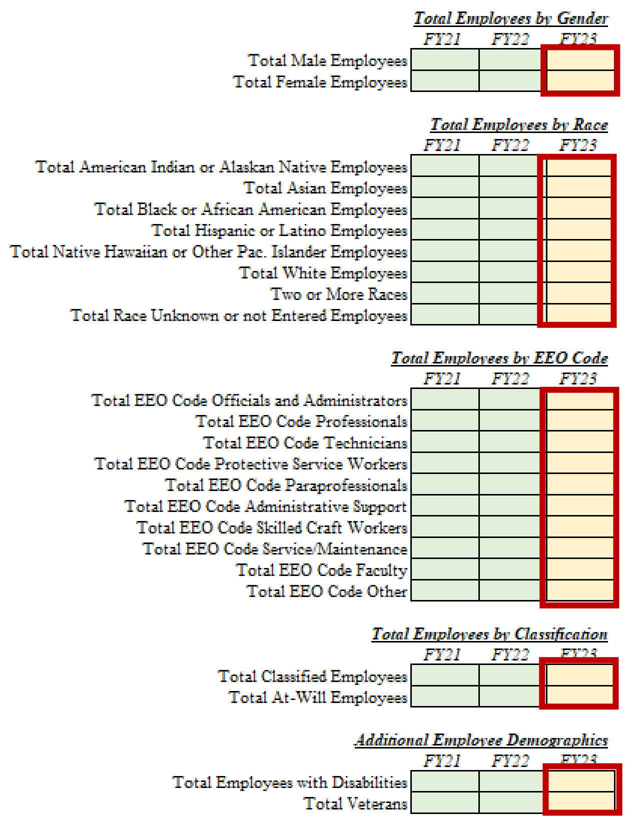


After

If not using Macros, the employee classification list can be refreshed by going to cell "W1" and clicking the filter icon. After, ensure the "0" box is unchecked, click Ok.

Step 1: Enter Employee Demographic Information

To complete Step 1, enter to total number of employees, broken out by gender, race, EEO Code Employee Classification, Employees with disabilities, and veteran status by entering the total number for each in the yellow box under the reporting fiscal year column. All prior year information is optional to enter. **The number of employee classifications will vary based on the number entered on the Customization tab.**



1. Enter the total number employees for each gender.

2. Enter the total number employees for each race.

3. Enter the total number employees for each EEO Code.

4. Enter the total number employees for each employee classification.

5. Enter the total number employees with disabilities and veterans.

Step 2: Enter Leader Demographic Information

To complete Step 2, enter to total number of leaders (defined as individuals with at least one direct report), broken out by gender, race, EEO Code Employee Classification, Employees with disabilities, and veteran status by entering the total number for each in the yellow box under the fiscal year reporting period column. All prior year information is optional to enter. **The number of employee classifications will vary based on the number entered on the Customization tab.**

Total Leaders by Gender	*FY21*	*FY22*	*FY23*
Total Male Leaders			
Total Female Leaders			

1. Enter the total number leaders for each gender.

Total Leaders by Race	*FY21*	*FY22*	*FY23*
Total American Indian or Alaskan Native Leaders			
Total Asian Leaders			
Total Black or African American Leaders			
Total Hispanic or Latino Leaders			
Total Native Hawaiian or Other Pac. Islander Leaders			
Total White Leaders			
Two or More Races			
Total Race Unknown or not Entered Leaders			

2. Enter the total number leaders for each race.

Total Leaders by EEO Code	*FY21*	*FY22*	*FY23*
Total Leader EEO Code Officials and Administrators			
Total Leader EEO Code Professionals			
Total Leader EEO Code Technicians			
Total Leader EEO Code Protective Service Workers			
Total Leader EEO Code Paraprofessionals			
Total Leader EEO Code Administrative Support			
Total Leader EEO Code Skilled Craft Workers			
Total Leader EEO Code Service/Maintenance			
Total Leader EEO Code Faculty			
Total Leader EEO Code Other			

3. Enter the total number leaders for each EEO Code.

Total Leaders by Classification	*FY21*	*FY22*	*FY23*
Total Classified Leaders			
Total At-Will Leaders			

4. Enter the total number leaders for each employee classification.

Additional Leader Demographics	*FY21*	*FY22*	*FY23*
Total Leaders with Disabilities			
Total Veterans Leaders			

5. Enter the total number leaders with disabilities and veterans.

Step 3: Enter Executive Demographic Information

To complete Step 3, enter to total number of executives (defined by the agency), broken out by gender, race, EEO Code Employee Classification, Employees with disabilities, and veteran status by entering the total number for each in the yellow box under the reporting fiscal year column. All prior year information is optional to enter. **The number of employee classifications will vary based on the number entered on the Customization tab.**

Total Executives by Gender	FY21	FY22	FY23
Total Male Executives			
Total Female Executives			

1. Enter the total number of executives for each gender.

Total Executives by Race	FY21	FY22	FY23
Total American Indian or Alaskan Native Executives			
Total Asian Executives			
Total Black or African American Executives			
Total Hispanic or Latino Executives			
Total Native Hawaiian or Other Pac. Islander Executives			
Total White Executives			
Two or More Races			
Total Race Unknown or not Entered Executives			

2. Enter the total number of executives for each race.

Total Executives by EEO Code	FY21	FY22	FY23
Total Executive EEO Code Officials and Administrators			
Total Executive EEO Code Professionals			
Total Executive EEO Code Technicians			
Total Executive EEO Code Protective Service Workers			
Total Executive EEO Code Paraprofessionals			
Total Executive EEO Code Administrative Support			
Total Executive EEO Code Skilled Craft Workers			
Total Executive EEO Code Service/Maintenance			
Total Executive EEO Code Faculty			
Total Executive EEO Code Other			

3. Enter the total number of executives for each EEO Code.

Total Executives by Classification	FY21	FY22	FY23
Total Classified Executives			
Total At-Will Executives			

4. Enter the total number of executives for each employee classification.

Additional Executive Demographics	FY21	FY22	FY23
Total Executives with Disabilities			
Total Veterans			

5. Enter the total number of executives with disabilities and veterans.

Step 4: Enter Demographic Information for Employees with Disabilities

To complete Step 4, enter to total number of employees with disabilities for each EEO Code and Employee Classification by entering the total number for each in the yellow box under the reporting fiscal year column. All prior year information is optional to enter. **The number of employee classifications will vary based on the number entered on the Customization tab.**

Total Employees with Disabilities by EEO Code

	FY21	*FY22*	*FY23*
Total Employees with Disabilities EEO Code Officials and Administrators			
Total Employees with Disabilities EEO Code Professionals			
Total Employees with Disabilities EEO Code Technicians			
Total Employees with Disabilities EEO Code Protective Service Workers			
Total Employees with Disabilities EEO Code Paraprofessionals			
Total Employees with Disabilities EEO Code Administrative Support			
Total Employees with Disabilities EEO Code Skilled Craft Workers			
Total Employees with Disabilities EEO Code Service/Maintenance			
Total Employees with Disabilities EEO Code Faculty			
Total Employees with Disabilities EEO Code Other			

1. Enter the total number of employees with disabilities for each EEO Code.

Total Employees with Disabilities by Classification

	FY21	*FY22*	*FY23*
Total Classified Employees with Disabilities			
Total At-Will Employees with Disabilities			

2. Enter the total number of employees with disabilities for each employee classification.

Step 5: Enter Demographic Information for Veterans

To complete Step 5, enter to total number of veterans for each EEO Code and Employee Classification by entering the total number for each in the yellow box under the reporting fiscal year column. All prior information is optional to enter. **The number of employee classifications will vary based on the number entered on the Customization tab.**

Total Veterans by EEO Code

	FY21	*FY22*	*FY23*
Total Veteran EEO Code Officials and Administrators			
Total Veteran EEO Code Professionals			
Total Veteran EEO Code Technicians			
Total Veteran EEO Code Protective Service Workers			
Total Veteran EEO Code Paraprofessionals			
Total Veteran EEO Code Administrative Support			
Total Veteran EEO Code Skilled Craft Workers			
Total Veteran EEO Code Service/Maintenance			
Total Veteran EEO Code Faculty			
Total Veteran EEO Code Other			

1. Enter the total number of veterans for each EEO Code.

Total Veterans by Classification

	FY21	*FY22*	*FY23*
Total Classified Veterans			
Total At-Will Veterans			

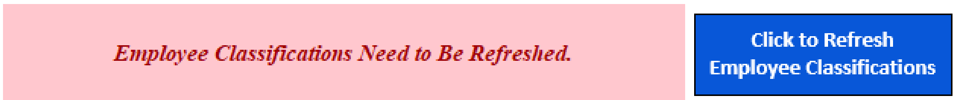
2. Enter the total number of veterans for each employee classification.

Profile Summary Tab

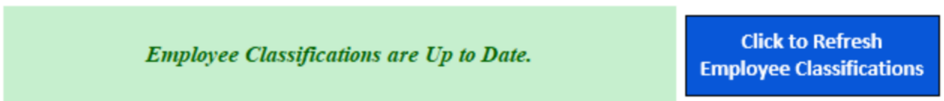
The Profile Summary is an optional tab that can be used to explore information in the agency profile by fiscal year and demographic (employee, leader, executive). It provides an overview of the agency operations and the agency workforce. The workforce insights section (noted with the blue background) can be exported as a PDF to be a standalone summary if desired.

Before completing any steps on the Agency Details Tab, the employee classification lists will need to be refreshed (if indicated they are not up to date). To refresh employee classifications, click the blue "Click to Refresh Employee Classifications" button.

Before



After

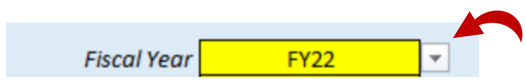


If not using Macros, the employee classification list can be refreshed by going to cell "W1" and clicking the filter icon. After, ensure the "0" box is unchecked, click Ok.

(Optional) Step 1: Review the Workforce Insights of the Agency Profile

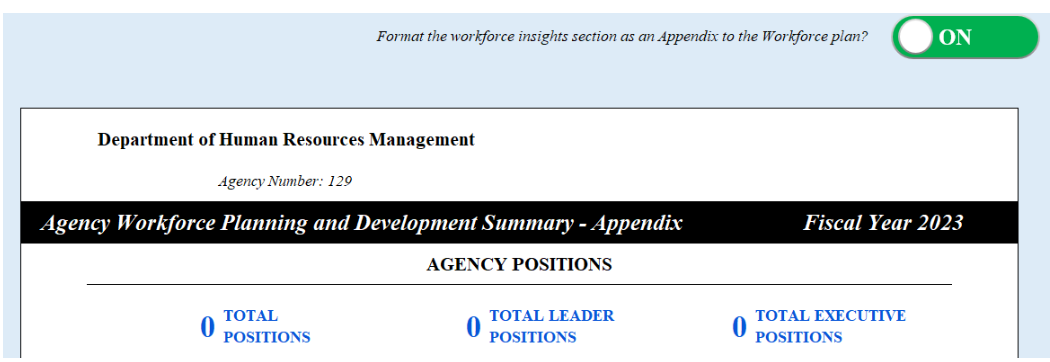
The Workforce Insights section provides a breakdown of agency positions and workforce demographics. The information can be filtered based on fiscal year and demographic (non-leader, leader, executive, or all employees) by using the dropdown menu in the boxes highlighted yellow.

After selecting the yellow box, click the drop down arrow on the right to see the dropdown menu and select the desired filter.



1. Select the Fiscal Year from the Dropdown Menu

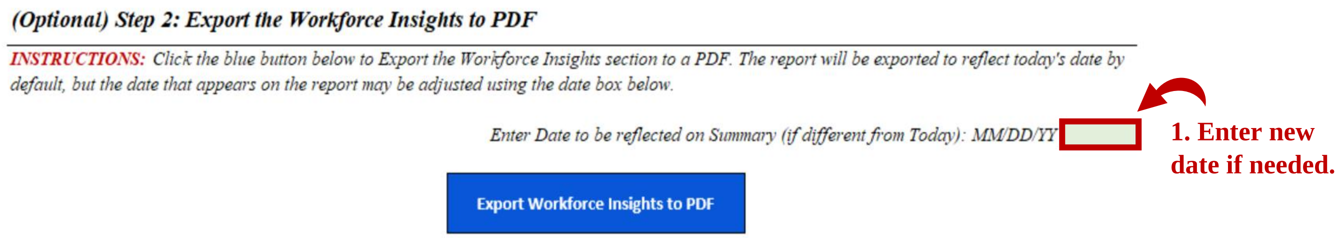
After Agency Profile Summary can also be formatted as an Appendix to be attached to the full Agency Wide Workforce plan. To format it as an Appendix, click on the toggle switch next to the format question to change it to "On". This will automatically format the Appendix with the same header as the workforce plan and note it as an Appendix (shown below).



To return to the original format, simply click on the toggle switch to change it to “Off” and the format reverts back to its original state.

(Optional) Step 2: Export the Summary to PDF

By default, the date of the summary is the current date. However, if the summary should reflect a different date, a new date can be entered in the green box (shown below).



The summary can be exported as a PDF by clicking the “Export Workforce Insights to PDF” blue button. This will open a dialog box to save the PDF using the standard process to save a file. The report can be viewed by going to the saved location and opening the file.

(Optional) Step 2: Printing the Summary to PDF (without Macros)

If not using the Macros, the report can be printed as a PDF using the standard Excel print function. Go to the “File” menu, and select print. Ensure the printer is “Microsoft Print to PDF” and click “Print”. Choose the save location and click “Save”. The report can be viewed by going to the saved location and opening the file.

5.0 Internal Tool Setup

WORKFORCE PLANNING AND DEVELOPMENT
SUB AGENCY, INTERNAL DEPARTMENT, OR TEAM INPUT

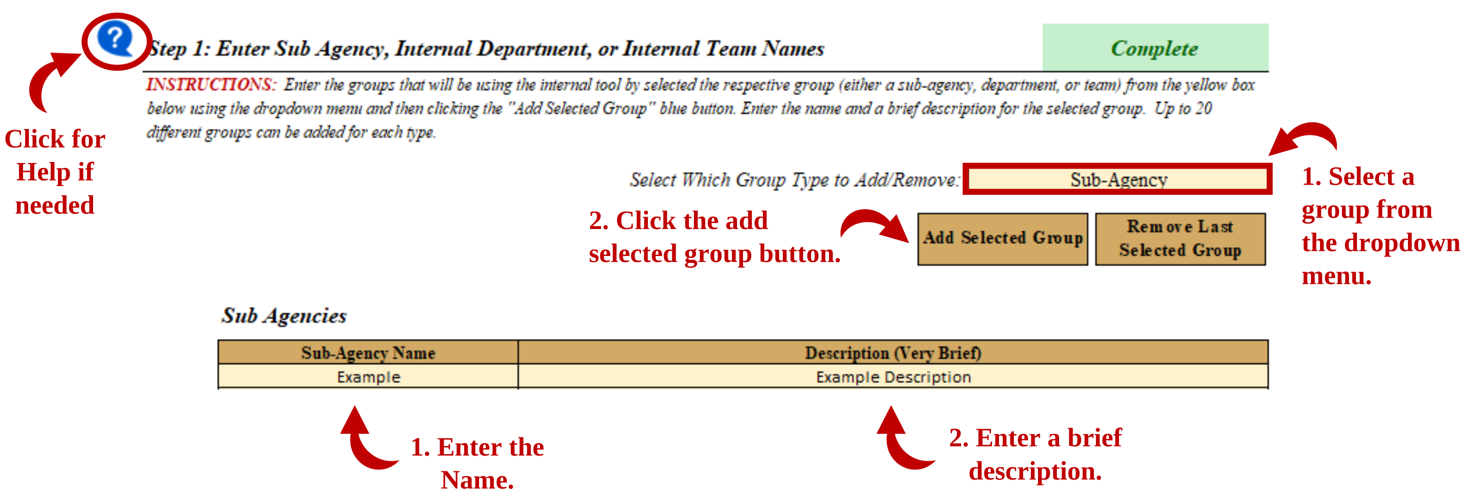
If this tool is enabled (see Step 3 of the Customizations Tab Section), the initial setup of using this tool is completed in the Agency Profile on the Sub-Agency and Internal Tool tab. The Internal Plan Review tab is to track which internal plans have been imported back into the profile and to review the free response elements pertaining to the Agency Profile.

Sub-Agency & Internal Tool Tab

This tab is used to setup the Sub-Agency, Internal Department, or Team Input tool for the Agency workforce plans. The tool is designed to have specific groups go through the entire workforce planning process or selective sections of thee process, to support the overall Agency workforce planning process. The initial setup begins with identifying the groups who will complete the tool and the specific sections each will complete. After, the tool can be imported back into the Agency Profile Template and the Agency Strategy Template and be reviewed on the Internal Plan Review Tabs.

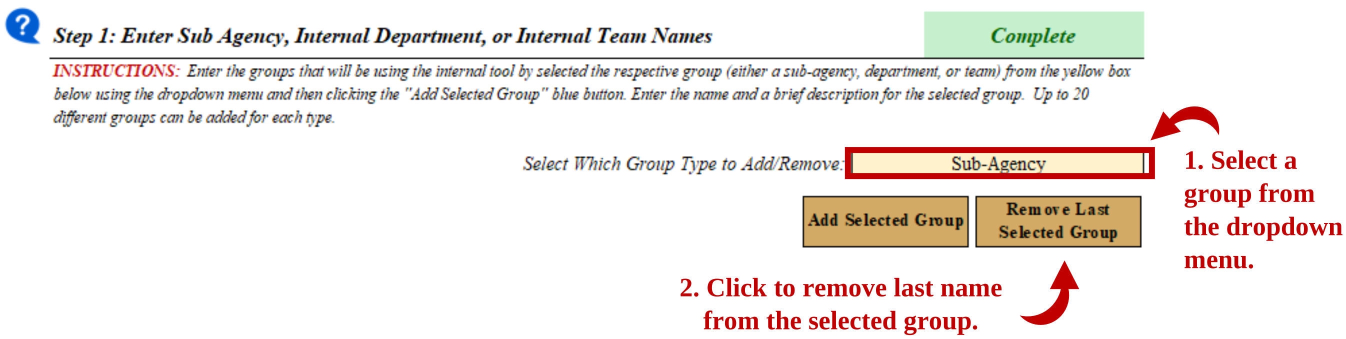
Step 1: Enter Sub-Agency, Internal Departments, or Internal Team Names

To complete Step 1, enter the groups that will be using the internal tool (either sub agencies, internal departments, or internal teams). Select which type of group to be entered using the dropdown menu in the yellow box and then click the “Add Selected Group Button”.



The space to enter the name and brief description of the group will be shown for the respective group type selected. Enter the name and the brief description. Repeat this process for each group that will be using the tool. Up to 20 names can be added per group (sub agency, internal department, or internal team).

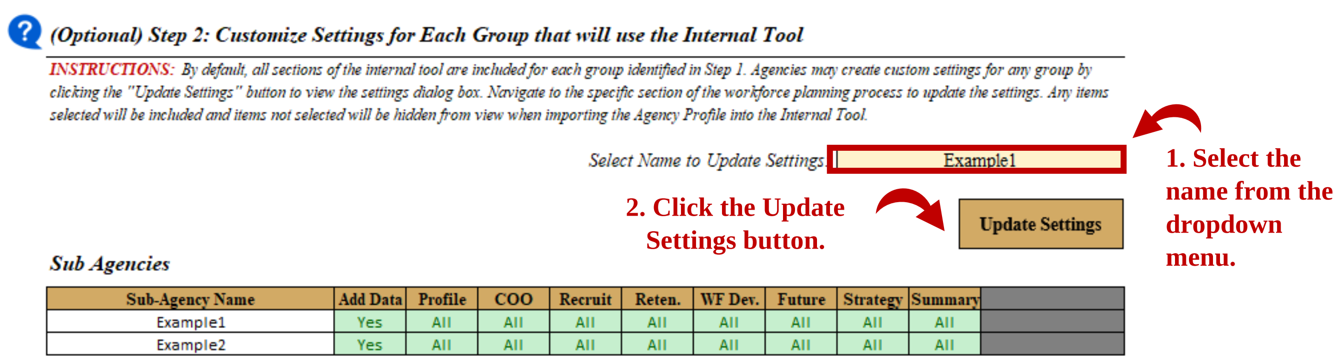
To remove the last name from a group, select the group type from the dropdown menu and then click the Remove Last Selected Group button.



(Optional) Step 2: Enter Sub-Agency, Internal Departments, or Internal Team Names

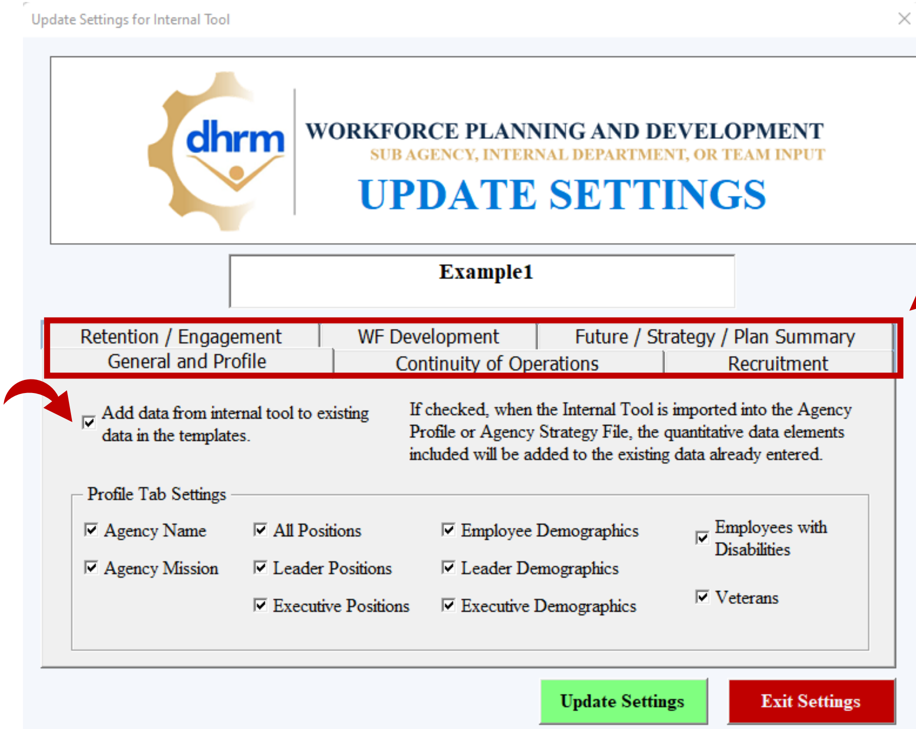
By default, all sections of the internal tool are included for each sub agency, department or team added. However, settings can be updated to identify which specific sections of the workforce planning process and internal tool to be included for each sub agency, department, or team.

To update the settings, select the name of the sub-agency, department, or team from the drop-down menu and click the update settings button.

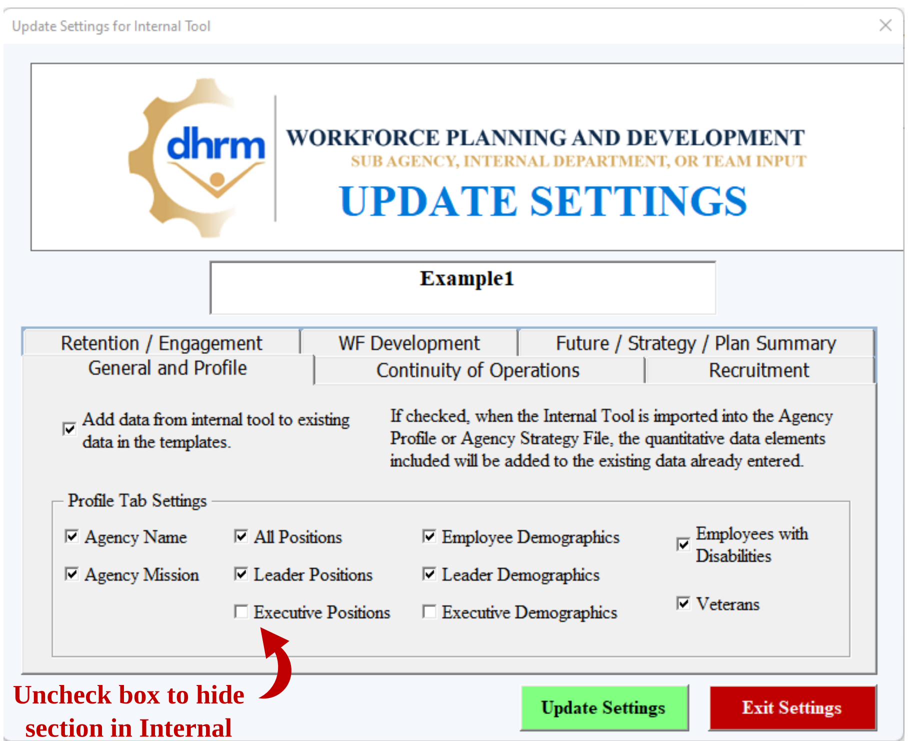


A form dialog box will open for the specific sub agency, department, or team selected. Each tab of the dialog box corresponds to the tabs of the Internal Tool, with the items on each tab representing the sections of the internal tool tabs. By default, all checkboxes are checked, indicating all sections of the internal tool will be included. To hide a section of the tool from view, uncheck the respective box and then click the Update Settings button.

Checkbox Indicates Section is Included.



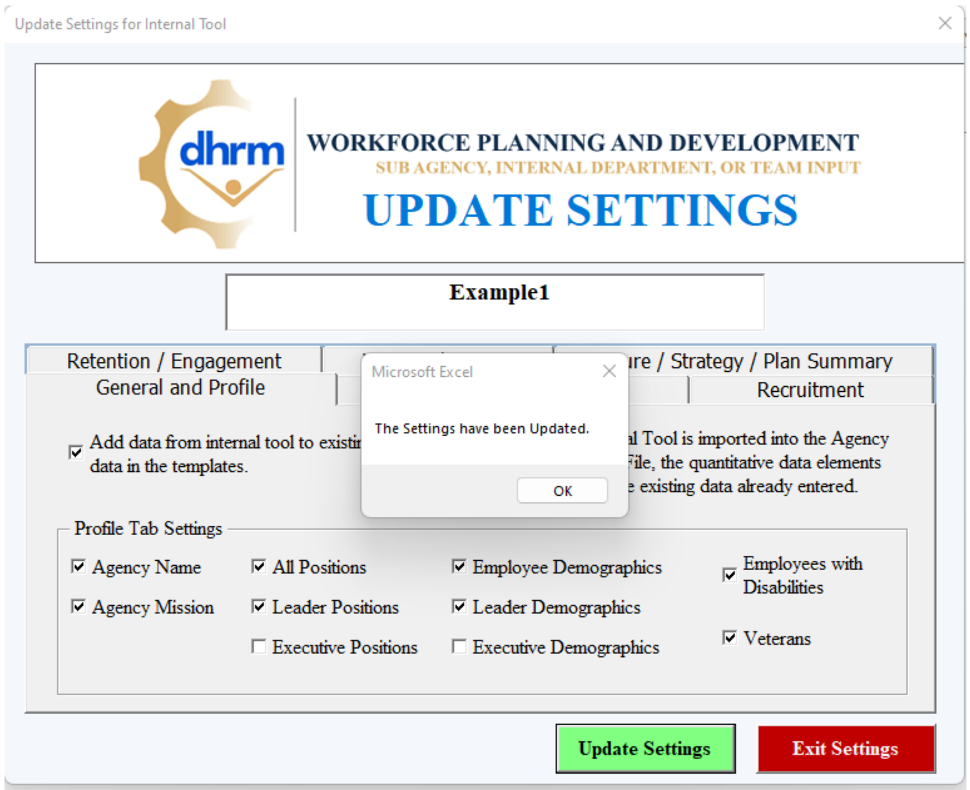
Tabs correspond to tabs in Internal Tool.



Uncheck box to hide section in Internal Tool.

Click Update Settings to Save New Settings.

After a brief delay while the settings are updated, a dialog box will appear indicating the new settings have been saved. Click Ok and then click "Exit Settings" to go back to the Agency Profile template.



Click Ok and then Exit Settings to Return back to Template.

The table is updated to reflect which sections include all elements, have custom settings, or are not included.

Sub Agencies

Sub-Agency Name	Add Data	Profile	COO	Recruit	Reten.	WF Dev.	Future	Strategy	Summary	
Example1	Yes	Custom	All	All	All	All	All	All	All	
Example2	Yes	All	All	All	All	All	All	All	All	

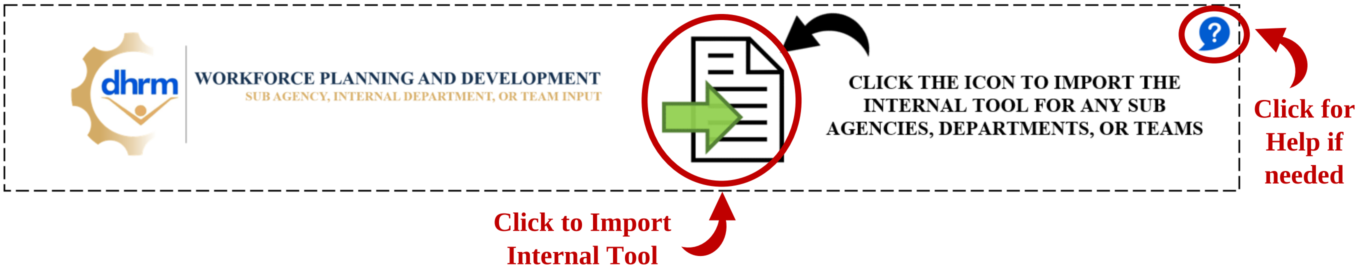
Repeat this process to update the settings for any additional sub agencies, departments, or teams.

Internal Plan Review Tab

This tab is used to import and review information from the Sub-Agency, Internal Department, or Team Input Tool related to the Agency Profile. This tab provides a quick glance tracker to know which plans have been imported, the date they were imported, and whether the data is still within the template. Information pertaining to the Agency Profile can be easily viewed for comparison and completing the Agency Profile template.

Step 1: Importing Internal Tools for each Respective Group

To import Internal Tools, click on the import data icon (white paper with green arrow) for the internal tool and follow the steps outlined in the Getting Started Tab section of these instructions.



After a tool is imported, the quick glance section in Step 1 will be updated to show the imported status, last imported date, and whether data from the tool is currently in the Agency Profile template (shown below).

Sub Agencies

Sub-Agency Name	Current Import Status	Last Imported Date	Data In Template
Example1	Imported	4/4/23 4:59 PM	Data In Template
Example2	Imported	4/5/23 8:49 AM	Data In Template

(Optional) Step 2: Review Open Responses from the Internal Tool (for the Agency Profile)

To quickly review any free response questions pertaining to the Agency Profile (Agency Mission and Strategic Objectives), select which response to review from the drop-down menu. This will automatically update the responses for each respective Sub Agency, Internal Department, or Internal team (shown below).

(Optional) Step 2: Review Open Responses from the Imported Internal Plans (For the Agency Profile)

INSTRUCTIONS: To review information pertaining to the Agency Profile Template, select the information to view from the dropdown in the yellow box below. After, for each group that that was imported, the respective information will be shown for the Agency to review easily. This information can then be used as a reference to complete the remaining sections of the Agency Profile Template.

Select the Information to View Agency Mission

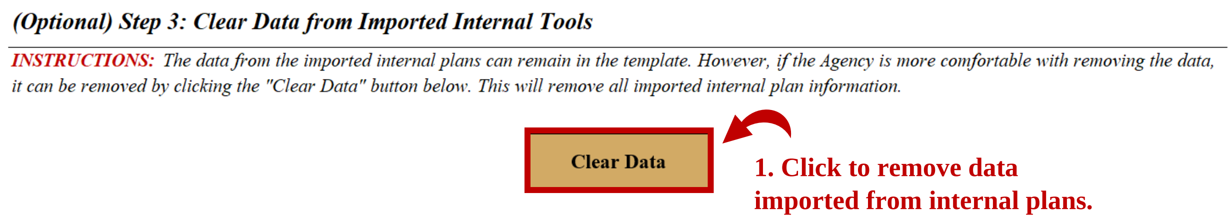
1. Select which response type to view.

Sub Agencies

Example1	Example Mission
Example2	Example Mission

(Optional) Step 3: Clear Data from Imported Internal Tools

Once data from any internal plans is imported, it remains in the Agency Profile template unless manually cleared using the “Clear Data” gold button (shown below). This will remove all imported data from all internal tools.



6.0 Next Steps

The Agency Profile can be imported directly into other Workforce Planning Tools and Templates (examples below). This will automatically populate certain information into those tools, based on the purpose and design of each tool.

WORKFORCE PLANNING AND DEVELOPMENT

ANALYTIC TOOLS

IDENTIFYING CRITICAL ROLES

WORKFORCE PLANNING AND DEVELOPMENT

SUB AGENCY, INTERNAL DEPARTMENT, OR TEAM INPUT

<u>For Questions or Additional Assistance</u>

For questions or assistance with the template, please contact DHRM Workforce Planning at dhrm.wfp@dhrm.virginia.gov.

7.0 Appendix

Cardinal Report Information

Agencies still have access to historical data using the HuRman e480 report tool. The Cardinal reports are set up differently and may be a little more cumbersome, especially since we are just learning how to use them. However, agencies have direct access to their own data. You may want to review the Catalog of reports listed under the Resources tab on the Cardinal Webpage to determine which ones best meet your needs. In addition to the Job Data reports, you may want to review:

- Employee Disability and Veterans Status
- Employee Turnover
- Job Group Diversity
- Separations

The Cardinal team has an HCM Reports Job Aid tool and a Learning webinar to assist with running the reports.